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Office of Industrial Siting Administration

WASHINGTON, D.C.

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TELEPHONE: 606/777-7000

FEDERAL REPORT

FIRST YEAR OF GRANT

for

THE STATES OF MONTANA
AND NEBRASKA

submitted to

THE DEPARTMENT OF THE AIR FORCE

submitted by

OFFICE OF INDUSTRIAL SITING ADMINISTRATION

on behalf of the

INTERGOVERNMENTAL EXECUTIVE IMPACT COUNCIL

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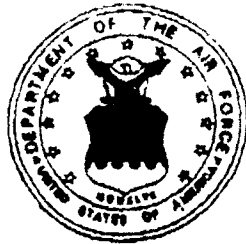
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**Air Force
Environmental Planning Division
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16 JUL 93

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Jack Baker, Gm-14
MR. Jack Baker
Special Projects and Plans
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DSN 227-2928



THE STATE OF WYOMING

EXECUTIVE DEPARTMENT

ED HERSCHLER
GOVERNOR

Office of Industrial Siting Administration

THIRD FLOOR

BARRETT BUILDING

CHEYENNE, WYOMING 82002

TELEPHONE: 307-777-7368

FINAL REPORT
FIRST YEAR 801 GRANT

for

THE STATES OF WYOMING
AND NEBRASKA

JUNE 1985

submitted to

THE DEPARTMENT OF THE AIR FORCE

submitted by

OFFICE OF INDUSTRIAL SITING ADMINISTRATION

on behalf of the

INTERGOVERNMENTAL EXECUTIVE IMPACT COUNCIL

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Way of Laramie County.

FINAL REPORT

PEACEKEEPER COMMUNITY IMPACT PLANNING ASSISTANCE GRANT

INTRODUCTION

The grant agreement between the Office of Industrial Siting Administration and the Department of the Air force for community impact planning assistance requires the ISA to submit a final report and a final financial status report. This Final Report covers the period January 1, 1984 through September 30, 1985. The grant agreement also requires the ISA to submit quarterly progress reports and financial status reports. Included as a part of this final report is the sixth quarterly report, covering the period April 1, 1985 through September 30, 1985.

Planning for the Peacekeeper Project has been handled through a unique process involving federal, State and local Government. Through this "partnership", a coordinated process has been utilized to complete the community planning objectives of this grant and to develop appropriate mitigation plans to effectively manage the impacts of the Project.

As part of the grant, State and local planning efforts have been supported. Funding for the Nebraska MX Coordinator has provided technical assistance to western Nebraska communities as well as coordinating the State of Nebraska response to the Project. At the local level, the Peacekeeper Planning Assistance Office

(PPAO) was established as a part of the Cheyenne/Laramie County Planning Office. The PPAO has provided local government in Laramie County with the ability to respond to planning needs created by the Project.

As required by the National Environmental Policy Act, the Air Force prepared an Environmental Impact Statement for the Peacekeeper Project. Participation in this study by State and local agencies improved the quality of data developed by the study. It also ensured that the documents prepared would be of use to the communities for planning purposes.

As a result of the EIS process, the economic condition of Laramie County was analyzed in detail for perhaps the first time. The information provided by the FEIS was augmented by an Economic Base Study of Laramie County, and the development of the County Economic Base Analysis (CEBA) computer model, which provides the ability to make economic and demographic projections at the county level. Recognizing the unique opportunity provided by this collection of data and the development of the CEBA model, the Economic Business Data Center was established at Laramie County Community College to periodically update the economic data and to maintain and operate the CEBA model.

Experience with large construction projects in Wyoming has repeatedly demonstrated that economic and demographic projections

made early in project planning phases are frequently in error. These errors are usually not as a result of errors in the forecasting methodology, but rather, due to both changes in the project itself or changes in the basic economy of the effected communities that could not be predicted at the time of analysis. Accordingly, monitoring of project effects as they occur has proven to be very important to managing project impacts. Therefore, a monitoring program for the Peacekeeper Project was developed and implemented. The monitoring program will be continued under the Second Year 801 program.

The majority of the funds for community impact planning were utilized to conduct comprehensive community planning studies. These studies were carefully selected to augment the information provided by the FEIS process, and to provide information required by impacted units of government to deal with Project effects. The focus of these studies was primarily to provide the necessary information to allow communities to deal with Project effects through organizational, policy and management changes that could be made to accommodate impact, rather than through the development of structural improvements or the expansion of government employment. In several instances, however, pre-existing deficiencies in capital facilities were recognized, and studies were conducted to provide preliminary information on how best to deal with these deficiencies while facing new, Project-related demands. The planning process was broken down

into six major planning areas plus program management and coordination. Twenty-two separate studies were conducted under contract, and two seminars were given, leading to the preparation of twenty-six separate reports. A list of the reports prepared in conjunction with the community planning process is shown in Table 1.

Based upon the information developed from the FEIS, the FIA, and the community planning process, an initial mitigation agreement was developed and implemented. This mitigation agreement was primarily developed to provide funding for long lead time items and to put into place certain policy requirements to reduce or minimize impact. Work has continued on the development and implementation of a final mitigation agreement.

Specific accomplishments in each program area are discussed in the following sections of this report.

Table 1

Reports Prepared under 801 Process

1. Market Potential of Downtown Cheyenne
2. Laramie County Transportation Plan
3. Cheyenne Impact Corridor Plan
4. South Cheyenne Bikeway Plan
5. Pavement Management System Network for Cheyenne
6. Cheyenne Neighborhood Conservation Plan
7. Kimball Land Use Plan
8. Sanitary Sewer Master Plan and Preliminary Drainage Study for the South Cheyenne Water and Sewer District
9. Site Selection and Conceptual Design of the Cheyenne Public Works Complex and Parks/Golf Maintenance Buildings
10. South Cheyenne Community Park Site Selection Study and Master Plan
11. Comprehensive Management and Operational Survey of the Cheyenne Police Department and the Laramie County Sheriff's Department
12. Comprehensive Analysis of Recreation Providers in Greater Cheyenne
13. Parks Maintenance Management System and Impact Analysis
14. Oliver Reservoir Recreation Planning Project
15. Facilities Master Plan For Laramie County School District Number One
16. South Cheyenne High School Site Selection Study
17. Middle School Implementation Plan and Facility Requirements
18. Facility Needs and Collocation Analysis for Selected Human Service Agencies

Table 1 (cont)

List of Reports

19. Site Selection and Feasibility Study for the Cheyenne-Laramie County Health Unit
20. Directory of Human Services, City of Cheyenne and Laramie County, Wyoming
21. Human Resources Marketing Study
22. Proceedings - Transient Management Seminar
23. Cheyenne Community Needs Assessment
24. Human Services Project Mitigation Needs
25. Comprehensive Human Resources Planning
26. Emergency Medical Services in Scotts Bluff, Banner, Kimball Counties
27. Resource Study: Human Services, Health, Education, Arts in Western Nebraska and Law Enforcement in Banner, Kimball and Scotts Bluff Counties, Nebraska

Program Management and Coordination

Program Management

The Intergovernmental Executive Impact Council (IEIC) was established to coordinate State and local planning efforts related to deployment of the Peacekeeper Missile in Wyoming and Nebraska. Membership on the IEIC consists of the elected officials of jurisdictions primarily effected by deployment of the Peacekeeper Missile. Membership is shown below:

The Honorable Ed Herschler	Governor, State of Wyoming
The Honorable Robert Kerrey	Governor, State of Nebraska
The Honorable Don Erickson	Mayor, City of Cheyenne
The Honorable Shirley Francis	Commissioner, Laramie County
The Honorable Al Atkins	Asst. Clerk, Board of Trustees Laramie County School District No. 1

The IEIC is the ultimate authority for all decisions relating to State and local response to the Peacekeeper Missile deployment.

The Peacekeeper Working Group (PWG) was established as a technical working group and advisory body to the IEIC. Principal membership on the PWG consists of designated representatives of the members of the IEIC. Each of these designated members has one vote on formal decisions. Non-voting members on the PWG include appropriate representatives of the Department of Defense and other State and local representatives.

Upon notification of Congressional approval of the First Year 801 grant request, the IEIC decided to place grant management with

the Wyoming Industrial Siting Administration (ISA). The ISA has had responsibility of grant management within the framework of decisions made by the PWG and the IEIC. The ISA staff consists of seven professional staff members, a fiscal control assistant, and a secretary. Legal assistance is provided by an assigned attorney general from the Attorney General's Office. Assistance in budgetary matters is provided by an assigned budget analyst from the Budget Division of the Department of Administration and Fiscal Control. This existing structure was utilized for the management of this grant. Each of the seven professional staff members was assigned the overall responsibility for a study area based upon the expertise of each staff member. Fiscal control was assigned to the Fiscal Control Assistant. It should be noted that none of the cost of staff time of the ISA provided for the management of this grant was recovered from the grant.

The ISA was responsible for managing all studies completed by contract. With assistance from representatives of local agencies, ISA prepared a scope of work and request for proposals for each project in the approved work plan. These were reviewed and approved by the PWG and IEIC before the requests for proposals were issued. A local selection committee reviewed and evaluated all proposals and selected contractors. The ISA entered into contracts with the selected consultants following the rules and procedures of the State of Wyoming for contracts. All contracts were approved as to form by the Attorney General's

Office, approved by the Department of Administration and Fiscal Control, and approved by the Governor. Contracts in excess of \$25,000 were also approved by the IEIC. The ISA monitored work in progress on all contracts with assistance from appropriate local agency personnel. The final work products were evaluated for acceptability prior to final payment and release of the consultant.

The ISA was responsible for preparing all required reports, both fiscal and technical. Where ISA contracted directly with another unit of government for the provision of personnel for State and local planning, the contracts required submittal of reports to the ISA. These reports were incorporated into the quarterly reports prepared by the ISA.

The ISA ensured continued coordination at all levels in the planning process. This was greatly facilitated by the continuation of the PWG, which has proved to be a highly effective forum for coordinating planning between the two States, with local governments, and with the various federal agencies which are involved in the planning process.

Results of the planning process are being used by the PWG to develop appropriate mitigation plans. The ISA ensured that information developed as a result of planning studies was presented to the PWG for consideration in developing mitigation

plans. Mitigation proposals developed by the PWG were submitted to the IEIC for approval.

Fiscal Management

A complete breakdown of expenditures by project is provided in Table 2, 801 Expenditure Summary. It should be noted that the figures shown in this table differ slightly from those shown on the Financial Status Report which follows. The reason for this difference is the separation of State and local planning as a separate category on Table 2. When the original seven categories were established, it was anticipated that State and local planning would be prorated to each category based upon the amount of work performed by personnel in each category. This prorating is reflected in the figures shown on the Financial Status Report, but is not shown on Table 2 so that an accurate reflection of both the amount expended for State and local planning and the amount expended for grant administration can be provided. Particularly, it should be noted that the amount shown for grant administration on the Financial Status Report includes a substantial portion of the funds used for State and local planning. Because much of the time spent by both the PPAO and the Nebraska MX Coordinator was of a general nature, it was not possible to prorate all the expenditures to individual categories. Thus, this time, plus expenditures under the State and local contracts for office and equipment and furnishings, are shown under category A on the Financial Status Report. It should

Table 2
801 Expenditure Summary

Category/Studies	Cumulative Expenditures
<hr/>	
A. Program Management and Coordination	
1. ISA Direct Costs	\$12,833.40
2. State of Wyoming Indirect Costs	\$3,500.00
Subtotal	\$16,333.40
B. Economy and Population	
1. Economic Market Analysis	\$24,786.00
2. CEBA Model	\$44,524.58
Subtotal	\$69,310.58
C. Housing, Transportation, Land Use, & Community Development	
1. Cheyenne/Laramie County Transportation Plan	\$85,000.00
2. Capital Improvements Planning Project	\$62,912.00
3. Neighborhood Conservation Plan	\$19,900.00
4. Mapping	\$8,400.00
5. Kimball Land Use Plan	\$25,000.00
Subtotal	\$201,212.00
D. Capital Facilities and Public Works	
1. Utilities Impact Plan	\$52,630.00
2. Maintenance Facilities Impact Plan	\$44,500.00
3. South Cheyenne Park and New Athletic Complex-Master Plans	\$30,410.00
Subtotal	\$127,540.00
E. General Government Services	
1. Public Safety Plan	\$51,900.00
Subtotal	\$51,900.00
F. Natural Resources and Recreation	
1. Comprehensive Study for Recreation Providers	\$22,000.00
2. Maintenance Management Plan	\$10,000.00
3. Oliver Reservoir	\$9,598.00
Subtotal	\$41,598.00

Table 2 (cont)

Expenditure Summary

G. Education, Human Resources & Health	
1. Education Impact Mitigation Plan	
a. Master Planning Services	\$50,000.00
b. Site Selection	\$15,000.00
2. Human Services Impact Management Plan	
a. Facility Impact Plan	
i. Facility Needs Analysis and Collocation	\$29,058.00
ii. Human Services Facilities Impact Plan	\$28,000.00
b. Agency Analysis	
i. Agency Analysis	\$6,000.00
ii. Printing	\$675.92
c. Transient Management Seminar	\$2,092.01
d. Resident Needs Analysis	\$13,000.00
3. Emergency Medical Services	\$5,708.73
4. Health, Education, and Human Services	\$6,691.05
Subtotal	\$155,549.79
State and Local Planning	
1. Nebraska MX Coordinator	\$46,263.14
2. Peacekeeper Planning Assistance Office	\$90,293.09
Subtotal	\$136,556.23
TOTAL	\$800,000.00

be noted that actual grant administration costs shown on Table 2 reflect a small percentage of the grant, and are much less than was actually budgeted. Table 3, Federal Cash Transactions Report and Table 4, Financial Status Report follow. Final expenditures for categories A. Grant Management and B. Economy and Population varied by more than ten percent from the approved budget for these categories. This variance is due to using unexpended funds originally budgeted for Grant Management for the first quarter of operation of the Peacekeeper Monitoring Program in order to extend the monitoring program as long as possible with available resources.

State and Local Planning

Reports from the Peacekeeper Planning Assistance Office and the Nebraska MX Coordinator are attached in Appendix A.

Public Information

An important component of the planning process is the dissemination of information on the process and the Peacekeeper Project to the citizens of the area. This information flow was maintained several ways. Meetings of the PWG were open to the public and press, resulting in periodic updates as a result of the meetings. Many of the planning studies required direct involvement with the citizens of the area, resulting in the exchange of information between citizens and planners. News releases were periodically provided to inform the citizens of the

results of the planning process, the monitoring program, and the activities of the Economic Business Data Center. The Mayor's Impact Task Force provided a forum to periodically update citizens on the status of the planning process. Finally, the entire 801 planning process and results were summarized in a special newspaper supplement.

FEDERAL CASH TRANSACTIONS REPORT

(See instructions on the back. If report is for more than one grant or assistance agreement, attach completed Standard Form 272-A.)

Approved by Office of Management and Budget, No. 80-RO182

1. Federal sponsoring agency and organizational element to which this report is submitted

Department of the Air Force

2. RECIPIENT ORGANIZATION

Name : Industrial Siting Administration

Number and Street : Third Floor, Barrett Bldg.

City, State and ZIP Code: Cheyenne, Wyoming 82002

4. Federal grant or other identification number

801

5. Recipient's account number or identifying number

WY8312232720

6. Letter of credit number

N/A

7. Last payment voucher number

N/A

Give total number for this period

8. Payment Vouchers credited to your account

N/A

9. Treasury checks received (whether or not deposited)

N/A

10. PERIOD COVERED BY THIS REPORT

FROM (month, day, year)

4/1/85

TO (month, day, year)

9/30/85

3. FEDERAL EMPLOYER IDENTIFICATION NO.

83-0208667

11. STATUS OF

FEDERAL

CASH

(See specific instructions on the back)

a. Cash on hand beginning of reporting period

\$ 209,952.93

b. Letter of credit withdrawals

-0-

c. Treasury check payments

-0-

d. Total receipts (Sum of lines b and c)

-0-

e. Total cash available (Sum of lines a and d)

209,952.93

f. Gross disbursements

209,952.93

g. Federal share of program income

-0-

h. Net disbursements (Line f minus line g)

209,952.93

i. Adjustments of prior periods

-0-

j. Cash on hand end of period

\$ -0-

12. THE AMOUNT SHOWN ON LINE 11J, ABOVE, REPRESENTS CASH REQUIREMENTS FOR THE ENSUING

Days

13. OTHER INFORMATION

a. Interest income See Remarks

\$

b. Advances to subgrantees or subcontractors

\$

14. REMARKS (Attach additional sheets of plain paper, if more space is required)

13.a. Interest income on funds on deposit is reported by the State Auditor semi-annually.

15.

CERTIFICATION

I certify to the best of my knowledge and belief that this report is true in all respects and that all disbursements have been made for the purpose and conditions of the grant or agreement

AUTHORIZED
CERTIFYING
OFFICIAL

SIGNATURE

Richard C Moore

DATE REPORT SUBMITTED

10-15-85

TYPED OR PRINTED NAME AND TITLE

Richard C. Moore, P.E., Director

TELEPHONE

(Area Code)

(307)

(Number)

777-7360

(Extension)

THIS SPACE FOR AGENCY USE

FINANCIAL STATUS REPORT

(Follow instructions on the back)

1. REPORTING ORGANIZATION (Show and complete address, including ZIP code)		2. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED		3. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER		4. OMB Approved No. 50-10180		PAGE OF 2 2	
Industrial Bitting Administration Third Floor, Barrett Building Cheyenne, WY 82002		Department of the Air Force		B01					
5. REPORTING ORGANIZATION (Show and complete address, including ZIP code)		6. EMPLOYER IDENTIFICATION NUMBER		7. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER		8. FINAL REPORT		9. BASIS	
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10. FROM (Month, day, year)		11. TO (Month, day, year)		12. FROM (Month, day, year)		13. TO (Month, day, year)		14. PERIOD COVERED BY THIS REPORT	
1/19/84		9/30/85		4/1/85		9/30/85			
15. STATUS OF FUNDS									
PROGRAMS/FUNCTIONS/ACTIVITIES		(a) Total		(b)		(c)		(d) TOTAL	
a. Net outlays previously reported		\$ 730588.00		\$		\$		\$	
b. Total outlays this report period		216731.43							
c. Less: Program income credits		0.00							
d. Net outlays this report period (Line b minus line c)		216731.43							
e. Net outlays to date (Line a plus line d)		947319.43							
f. Less: Non-Federal share of outlays		147319.43							
g. Total Federal share of outlays (Line e minus line f)		800000.00							
h. Total unliquidated obligations		0.00							
i. Less: Non-Federal share of unliquidated obligations shown on line h		0.00							
j. Federal share of unliquidated obligations		0.00							
k. Total Federal share of outlays and unliquidated obligations		180504.92							
l. Total cumulative amount of Federal funds authorized		1800000.00							
m. Unliquidated balance of Federal funds		-504.92							
16. SUMMARY OF BALANCE (Place "X" in appropriate box)		17. REVENUES		18. PAYMENTS		19. FEDERAL SHARE		20. DATE REPORT SUBMITTED	
a. TYPE OF BALANCE		b. BALANCE		c. PAYMENTS		d. FEDERAL SHARE		10/15/85	
1. BALANCE		\$70,000.00		2. PAYMENTS		3. FEDERAL SHARE		TELEPHONE (Area code, number and extension)	
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FINANCIAL STATUS REPORT

(Follow instructions on this form)

1. FUNDING AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED		2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER		3. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER		4. OMB APPROVED NO. 50-10180		5. DATE OF	
Department of the Air Force		B01		B01		10/15/85		10/15/85	
6. EMPLOYER IDENTIFICATION NUMBER		7. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER		8. FUNDAL REPORT		9. FUNDAL REPORT		10. FUNDAL REPORT	
83-0208667		WYB312232720		YES <input type="checkbox"/> NO <input type="checkbox"/>		YES <input type="checkbox"/> NO <input type="checkbox"/>		YES <input type="checkbox"/> NO <input type="checkbox"/>	
11. PROJECT/GRANT PERIOD (for instructions)		12. FROM (Month, day, year)		13. TO (Month, day, year)		14. PERIOD COVERED BY THIS REPORT		15. TO (Month, day, year)	
1/19/84		9/30/85		9/30/85		9/30/85		9/30/85	

16. STATUS OF FUNDS		17. CAPITAL FACILITIES		18. RECREATION		19. TOTAL	
(a) Economy	(b) Housing	(c) Capital Facilities	(d) General Government	(e) Recreation	(f) TOTAL	(g)	(h)
1. Program Management							
a. Not outlays previously reported	\$ 155738.45	\$ 163948.53	\$ 102012.87	\$ 25482.85	\$ 30262.40	\$	
b. Total outlays this report period	19093.11	52435.82	30158.82	31389.18	15173.60		
c. Less: Program income credits	0.00	0.00	0.00	0.00	0.00		
d. Not outlays this report period (Line b minus line c)	19093.11	52435.82	30158.82	31389.18	15173.60		
e. Not outlays to date (Line a plus line d)	174831.56	216384.35	132171.69	56872.03	45436.00		
f. Less: Non-Federal share of outlays (Line e minus line f)	101553.18	0.00	2660.00	0.00	0.00		
g. Total Federal share of outlays	73278.38	216384.35	129511.69	56872.03	45436.00		
h. Total unliquidated obligations	0.00	0.00	0.00	0.00	0.00		
i. Less: Non-Federal share of unliquidated obligations shown on line h	0.00	0.00	0.00	0.00	0.00		
j. Federal share of unliquidated obligations	0.00	0.00	0.00	0.00	0.00		
k. Total Federal share of outlays and unliquidated obligations	73278.38	216384.35	129511.69	56872.03	45436.00		
l. Total cumulative amount of Federal funds authorized	95000.00	215000.00	135000.00	55000.00	50000.00		
m. Unliquidated balance of Federal funds	21721.62	-1384.35	5488.31	-1872.03	4564.00		

19. TYPE OF DATE		20. PROVISIONAL		21. FINAL		22. DATE REPORT SUBMITTED	
(Place "1" in appropriate box)		<input type="checkbox"/> PROVISIONAL		<input checked="" type="checkbox"/> FINAL		10/15/85	
a. DATE	5%	b. TOTAL AMOUNT	\$3,500.00	c. FEDERAL SHARE	\$3,500.00	d. DATE	10/15/85
10/15/85		10/15/85		10/15/85		10/15/85	

23. SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL		24. TYPED OR PRINTED NAME AND TITLE		25. TELEPHONE (Area code, number and extension)	
Richard C. Moore		Richard C. Moore, P.E.		(307) 777-7368	

Economy and Population

Economic Data Business Center

With the question of the level of the Peacekeeper missile deployment being uncertain before the United States Congress, Laramie County's potential for economic growth is also uncertain. A multi-faceted model on the Laramie County Community College's Harris computer provides information relative to the greater Cheyenne area's economic condition in an attempt to forecast future trends and provide centralized economic data for the area.

The model is the County Economic Base Analysis, or CEBA. The CEBA model is operated within the framework of the Economic and Business Data Center at LCCC. The model is state-of-the-art due to its concentrated county emphasis.

The Laramie County area enjoys the presence of such a modern economic tool, largely due to the United States Air Force financing. A survey was undertaken by the Air Force that collected information usually too costly to obtain by city or county governments. Most often, the figures collected for these types of impact studies lie useless after their initial purpose is accomplished, but the Laramie County community had

collectively seen that long-term benefits could extend from the consultant's findings, especially if the data continued to be logged.

The model can be of help when estimating socio-economic impacts derived from both large and small industrial development. CEBA has been operating since the inception of the Economic Business Data Center in May of 1984. Data for CEBA was collected back to 1969 and trends are recorded from then to the present. A real benefit for the community is the ability to measure the latest data (2 to 3 months old) and provide current economic indicators.

A useful application of the CEBA output is the incorporation of model results in a quarterly publication titled "Economic Indicators" available free at LCCC. The publication is designed to present timely, comprehensive and easily accessible data concerning economic conditions for Laramie County and Cheyenne. The first publication was released in December, 1984. Copies are available free of charge at the Center at LCCC.

The first "Economic Indicators" showed that the Cheyenne area generally grew at a moderate rate of 2 1/2 % from the early 1970's through 1981. Currently, Cheyenne is not growing and not declining. The CEBA model has projected a slow rate of growth (1 1/2 -2%) without any Peacekeeper impact. The Peacekeeper missile

will provide an economic boost, but, like any large project, there will be changes from the original predictions as to what actually evolves.

Presently, besides the city and county using the CEBA services, there are 250 businesses taking advantage of the information and services of the CEBA model. The data center has also done some studies for businesses considering the possibility of establishing in the area.

Employment

Peacekeeper missile deployment will have impact on Cheyenne's employment situation, but not a measurable one until the end of 1985. The Mitigation Agreement with the United States Air Force encourages that contractors working on the Peacekeeper Project hire locally.

The jobs in construction include skilled journeymen, such as iron workers, carpenters, plumbers, pipe fitters, electricians, concrete workers and equipment operators. This work should encompass no more than 300-400 workers, and there are nearly 800 workers "on the books" at Job Service seeking this type of employment.

The A&CO contractor may begin interviewing in September, 1985 with hiring to be complete late in 1985 and work to begin in

early 1986. They will not be hiring many construction workers. They will consider other workers, especially those with skills in electronics, the ability to read blueprints and schematics, and who have mechanical experience in telecommunications. The A&CO contractor has not yet released any information on his training program, other than to indicate it will be extensive. They anticipate hiring less than 200 locally.

Job Service of Wyoming is assisting any contractor that comes to Cheyenne to work on the Peacekeeper Project. However, some contractors may hire directly at the job site. Job Service has had more than adequate numbers of local workers on file, and the only anticipated shortage may be for high tech workers in mid 1986. The contractors have been urged to do as much local hiring as possible.

Peacekeeper Monitoring Program

The purpose of the Peacekeeper Monitoring Program is to provide the states of Wyoming and Nebraska, the U.S. Air Force, and effected local governmental organizations timely information concerning the realized effects of the construction, deployment, and operation of the Peacekeeper Project upon the local economy, population, public services and facilities, and infrastructure within the areas influenced by the Project.

The Final Environmental Impact Statement and its support documents contain forecasts of both baseline and project related changes. These projections were designed to account for anticipated variation in population based community indicators due to Peacekeeper activity. As such, the projections represent the initial bench marks against which subsequent changes in Project induced conditions can be measured and analyzed. This tracking effort is designed to lay the groundwork to verify, validate, or change analytical methods, assumptions, multipliers, and conclusions found in the FEIS.

Authorization for this Program is found in the Initial Year Mitigation Agreement between the IEIC and DOD. The result of this monitoring program will be a comprehensive empirical evaluation of the major socioeconomic effects of the Peacekeeper Project. This information will provide valuable insight into actual Project-related occurrences and should be of importance in giving State and local policy and decision makers a basis upon which mitigation planning can be established and implemented.

The Peacekeeper Monitoring Program is capable of monitoring the seven major political jurisdictions where Project impacts could potentially occur and where there may be a need for mitigative action. Five primary categories have been identified as the core elements. These are Peacekeeper activity, local economy and population, public finance, housing/land use, and public

services. Under these are the major items and respective jurisdictions to be monitored. The Monitoring Program is flexible in that it can incorporate additional variables as necessary. Operation of the Program will be conducted by the Economic Business Data Center in conjunction with the operation of the CEBA model. Results of the analysis will be reported to the PWG.

For a complete description of the program, see the Peacekeeper Monitoring Program Handbook.

Economic Market Analysis

The Market Potential of Downtown Cheyenne was prepared as the first phase of a two phase economic development study for Laramie County. The purpose of this study is to gain the necessary information to allow the community to attempt economic development to offset the decline at the end of the Peacekeeper construction phase. It is hoped that this information can be used to help offset the bust in the local economy that has occurred in the past upon completion of missile construction projects. The market analysis was prepared in support of downtown redevelopment efforts of the City of Cheyenne.

Specifically, the market study:

1. Describes the competitive areas for downtown Cheyenne.
2. Describes current downtown Cheyenne land uses, including office, retail, entertainment and lodging.
3. Identifies potential market opportunities for each type of land use.

4. Characterizes the types of office, retail, lodging, and entertainment developments that might be attracted to downtown Cheyenne.
5. Quantifies demand for various land use categories.
6. Proposes a competitive "position" and recommends various marketing strategies to enable downtown Cheyenne to achieve its market potential.

For complete results of the study, see Market Potential of Downtown Cheyenne.

Housing, Transportation, and Community Development

Neighborhood Conservation Plan

The Cheyenne/Laramie County Regional Planning Office is responsible for mitigation plans for city neighborhoods as a result of Peacekeeper related population changes in the Cheyenne area. As an element of impact mitigation, a Neighborhood Conservation Plan was developed. Project goals were set forth as follows:

1. To build support for a coordinated local neighborhood conservation program.
2. To provide information to interested members of the public about neighborhood conservation.
3. To obtain input regarding the substance and structure of a neighborhood conservation program.
4. To prepare and adopt a neighborhood conservation plan for Cheyenne.
5. To modify ordinances in order to promote neighborhood conservation in keeping with city-wide objectives.

The objective of neighborhood conservation is benefit to both neighborhood and city. Neighborhoods are the essential building blocks. In Cheyenne, there are well established neighborhoods, neighborhoods undergoing destabilizing change, and unfinished neighborhoods that are still building. Whatever their status, each neighborhood will have physical and social characteristics which come together as a set of conditions which for their inhabitants identify a unique neighborhood character.

Orderly growth and change are perceived as contributing to the building of fine cities. Uncontrolled and unanticipated growth and change frequently have the opposite effect of diminishing or destroying existing urban values. To attempt to prevent this from occurring as a result of the growth due to the Peacekeeper Project, a neighborhood conservation plan was developed. The Plan is made up of twenty recommendations. They are presented in five sequential steps that, if taken in order, will provide an ongoing Neighborhood Conservation Program. The five steps are:

1. Define neighborhood boundaries and names.
2. Define neighborhood qualities to be preserved and enhanced.
3. Identify the conservators and their tasks.
4. Carry out neighborhood conservation.
5. Evaluate results.

The Executive Summary of the plan is attached in Appendix B. For more information, see Neighborhood Conservation Plan for Cheyenne, Wyoming.

Kimball, Nebraska Economic and Community Development Plan

The Kimball Economic and Community Development Plan is aimed at improving the community's economic health and insuring its long-term future by reversing current negative economic trends, diversifying its economy so it can be less vulnerable to events beyond its control, and improving its quality of life so it can become a desirable residence for its youth and other in-migrating workers.

The plan describes the underlying trends and conditions of the Kimball economy and a comprehensive list of the other interdependent elements of the community. More importantly, the plan identifies strategies to pursue and recommends immediate actions to be taken to implement these strategies. The plan includes a detailed analysis of the following factors:

- Community profile
- Community goals
- Economy
- Land use
- Transportation
- Utilities
- Services/facilities
- Implementation strategies

For more information, see Kimball, Nebraska Economic and Development Plan.

Cheyenne-Laramie County Transportation Plan

The Cheyenne-Laramie County Transportation Plan consists of three distinct elements, each with its own final report. These are the Laramie County Transportation Plan, the Cheyenne Impact Corridor Plan, and the South Cheyenne Bikeway Plan.

The Laramie County Transportation Plan consists of three subparts. These are (1) development of a road inventory, (2) a transportation plan, and (3) a capital improvements and maintenance plan. The purpose of the study is to identify and deal with the impact of roadways maintained by Laramie County for deployment of the Peacekeeper system. The road system inventory

was conducted to assemble information to determine the current status of roadways maintained by Laramie County. This review was supplemented by a physical field inventory of numbered county roads. Also, machine traffic counts were conducted at representative locations in the roadway system.

The County Transportation Plan reviewed existing rural and urban roadway classification plans for continuity. Roadway classifications were examined with regard to projected traffic demands to identify inconsistencies, if any. An access map was developed to identify the optimum routing system for construction-related traffic between missile silo locations and major construction materials supply points. A traffic permitting procedure was also developed to monitor and control future Peacekeeper related construction traffic over county roads to missile silos.

The Capital Improvements Program and Maintenance Plan reviewed past maintenance and construction programs in terms of budgeting allocations and expenditures over the past three-years. Current levels of maintenance equipment and staff were examined to determine capabilities to perform various types of work. A maintenance priority schedule was developed for the county road network based upon existing conditions, projected traffic demand and desired condition. A program for new roadway construction and major repair to support Project-related activity was

developed for the county road network. Estimated annual costs for this program were prepared to identify any funding shortfalls. For more information, see Community Impact Planning Report, Transportation, Volume 1-Laramie County Transportation Plan.

The Cheyenne Impact Corridor Plan addresses the traffic problems identified in the Environmental Planning Technical Report-Transportation, analyzes alternative ways of mitigating these problems in the context of current and programmed transportation system improvements, and recommends actions which could be taken by local jurisdictions to resolve remaining transportation system deficiencies.

The emphasis of this investigation is on traffic operations problems which are reasonably related to the effects of the Peacekeeper deployment. This includes both existing traffic operations conditions which are deficient and will likely become worse, and existing conditions which are now satisfactory but which may become deficient as a result of increased traffic demand. The investigation also considers planned or programmed street and traffic improvement projects, to assess the extent to which these actions would mitigate anticipated traffic impacts. Thus, the recommended actions identified in this study are intended to supplement projects already planned or programmed by

local entities and to address Peacekeeper related impacts which are expected to remain after these projects are completed.

The primary objective of the Impact Corridor Plan is to assist local and state entities in transportation system improvement project planning and programming. Particular emphasis is identification of improvement needs resulting from Peacekeeper deployment actions, and relating these needs to program funding options not generally available to support transportation projects which are justified as a result of development-induced traffic increases, or requirements to replace or rehabilitate the existing transportation infrastructure. For more information and specific recommendations, see Community Impact Planning Report, Transportation, Volume 2 Cheyenne Impact Corridor Plan.

The South Cheyenne Bikeway/Pedestrian plan was completed as part of the transportation planning associated with the Peacekeeper Missile system. The plan anticipates that the South Cheyenne area will grow substantially as a direct result of the Peacekeeper Project. The subsequent increased demand for non-vehicular travel requires upgrading of neighborhood bicycle and pedestrian facilities. The primary objective of the bikeway/pedestrian plan is to design a network to serve non-vehicle travel in South Cheyenne. This design requires evaluation of existing conditions, research of bikeway system

standards and development of an improvement and implementation program.

Evaluation of existing conditions began with a reconnaissance of the operational portions of the bikeway system. Land uses were studied to determine those areas likely to produce or attract bicycle trips. Streets and sidewalks were also evaluated to determine their potential for use as bikeways.

Development of the improvement and implementation program takes into account the funding constraints of a tight economy. A large portion of the proposed bikeway system in South Cheyenne is planned to utilize the existing roadway system. However, certain key construction projects are necessary to develop the system properly. For more information, see Community Impact Planning Report, Transportation, Volume 3-South Cheyenne Bikeway Plan.

Capital Improvements Planning Project

A pavement management system was developed by this study to assist the City of Cheyenne in the efficient and economic operation of its paved road network. The objectives of the project were:

1. Establish a strong foundation of objective pavement evaluation information.
2. Predict the performance over time of each pavement section under study.

3. Develop and evaluate the most economical program of pavement improvements over the 10 year programming period, considering the impacts of the Peacekeeper Project.

Field pavement testing was accomplished using a Dynaflect, while the roughness and surface distress inventory was accomplished using the specially equipped ARAN van. The roughness data from the ARAN tests was correlated to Cheyenne through the use of a panel rating. Citizens from the Street Task Force Committee and other citizens were asked to travel over preselected streets and rate the ride and the acceptability of the ride.

Since structural information for all street sections was not available, core samples were taken to provide the remaining structural information that was required.

Pavement parameters calculated from the three types of testing were combined to arrive at an overall Pavement Quality Index (PQI) for each section. The presentation of this data ranked by each pavement parameter is referred to as the present status of the network.

The remaining service life of each section was then predicted using a performance prediction model. The model consists of a set of performance curves for various classes of pavements that was developed using inputs from Cheyenne. The performance curves predict the future decline of PQI for each class of pavement.

Using input from Cheyenne, a minimum acceptable PQI was chosen to represent the level of serviceability reached when some type of maintenance or rehabilitation is required. Using performance curves, the year in which the minimum PQI level will be reached for each section was determined. Sections that reach the minimum PQI level within the programming period were selected for further analysis.

Alternative maintenance/rehabilitation strategies were selected based upon those expected to be used during the programming period. The unit costs of each strategy were also obtained. Using this data, a priority programming model was developed to forecast future improvement/rehabilitation requirements and their costs.

Data from this study and the model can be used to determine preferred routes for hauling materials for the Peacekeeper Project once the source for materials and destinations is known. For more information, see A Pavement Management System for Cheyenne, Wyoming.

Capital Facilities and Public Works

Utilities Impact Plan

The Utility Impact Study provides the following:

1. A Master Sewer Plan and Preliminary Drainage Study for the South Cheyenne Water and Sewer District.
2. Master Water and Sewer Plans and a Preliminary Drainage Plan for selected potential urban growth areas East of Cheyenne.

The Sanitary Sewer Master Plan and Preliminary Drainage Study for the South Cheyenne Water and Sewer District was prepared for use as a planning tool which, when implemented, will enable the District to provide and maintain adequate sanitary sewer service and unified drainage as development occurs and the District's service population increases. The major steps in the Sanitary Sewer Master Plan are as follows:

1. Mapping the existing system.
2. Evaluating the theoretical capacity of existing collection lines.
3. Predicting the existing and future sewage loads in these collection lines.
4. Recommending improvements to the existing system.
5. Recommending improvements that will be necessary to handle future development.
6. Providing the District with a method of recording future development and projecting overloads in order to provide the appropriate relief sewers as they are needed.

A preliminary drainage evaluation for the South Cheyenne Water and Sewer District was provided. A map showing the entire District was provided, dividing the District into 112 drainage

sub-basins. A one-hundred year one hour duration storm water run-off estimate was determined for each of these sub-basins. Based upon these results, recommendations were developed for proper design of future developments.

Northeastern Cheyenne is anticipating rapid development, partly as a result of the Peacekeeper missile system. Therefore, utilities, including domestic water, sanitary sewer, and storm water drainage for this area of the City were evaluated as part of this project. The existing utility systems were analyzed to determine the best methods of providing services for the northeastern section of Cheyenne. Population projections were derived based on current zoning and guidelines presented in the Cheyenne Area Development Plan. Recommendations were made for the size and location of future utility improvements to serve the projected development. A preliminary cost estimate was prepared for the study area to provide a basis for financial planning of future utilities.

An Executive Summary of this study is attached in Appendix C. For more information, see Utility Impact Study.

Maintenance Facilities Impact Plan

Pre-architectural planning was undertaken for the following city facilities:

- City Public Works Complex
- Street & Alley Garage
- Central Shops
- Traffic Shops & Related Facilities
- Parks & Golf Course Maintenance Building

Several prior studies and the imminent expiration of the lease agreement for the street and alley department, compounded by the deployment of the Peacekeeper, will increase the demand for services supported by these facilities. Existing facilities are scattered and present problems of inefficiency. The primary objective of this study was to obtain pre-architectural plans including spatial allocation, concept plans, site selection and feasibility.

Within the context of the primary objective, the series of sub-objectives shown below were completed to guide the project and to serve as the basic scope of the project:

1. Evaluated existing data and the existing facilities.
2. Reviewed and evaluated future projections of agency needs and services.
3. Determined space needs and preliminary layout plans.
4. Determined specific locational needs and requirements.
5. Helped the special committee select a list of four possible sites for each facility, including existing buildings. The consultant helped the committee select the preferred site. Existing City and County owned land was reviewed before reviewing privately owned sites.

6. Once the preferred site was selected, the consultant conducted a site feasibility analysis, conceptual site plan, and preparation of schematics.
7. Recommendations for the use of existing buildings and land area were provided if a facility is to be relocated.

For more information, see Site Selection and Conceptual Design of the Cheyenne Public Works Complex and Parks/Golf Maintenance Building.

South Cheyenne Park and Athletic Complex Master Plan

The FEIS identified the South Cheyenne area as the area most likely to grow as a result of the Peacekeeper Project. The evaluation of available park land in South Cheyenne indicated that a shortage of park space would develop as a result of the Peacekeeper Project. Therefore, a study was conducted to prepare the necessary information to provide for the development of additional park space if funding for development is obtained. The purpose of this study was to identify an optimum site for a community park and athletic complex in South Cheyenne, and subsequently, to prepare a master plan for the development of the selected site. The study was prepared under the direction of the South Cheyenne Parks Study Committee.

Total parkland within the existing Cheyenne parks system is approximately 295 acres, and includes four community parks and eleven neighborhood parks, as well as several special use areas. However, almost all of this parkland is north of the Union

Pacific railroad that runs east-west through Cheyenne. As stated in the Parks and Recreation Facilities Master Plan, only five acres of parkland are located in South Cheyenne to serve a population of 12,643. This park acreage falls significantly short of the standard set by the Greater Cheyenne Recreation Commission, and could become more deficient because of the Peacekeeper Project. The majority of the athletic facilities are also located north of the Union Pacific railroad. An immediate need for six softball fields, two baseball fields, and two tennis courts has been identified to meet existing and expected demands. An athletic facility of approximately 40 to 60 acres would be required for these activities. Therefore, the South Cheyenne area has a cumulative shortage of approximately 80 to 100 acres of parkland and athletic facilities.

This study included two major phases, the site selection phase and the master plan phase. During site selection, a site for the community park and athletic complex was identified through comparison of alternative sites. In the master planning phase, an optimum site plan for the selected park site was developed based upon design, function, and cost considerations. A phase-in plan was also prepared to guide park development in a logical sequence, considering the limited availability of funds.

The Executive Summary for this study is attached in Appendix C. For more information, see South Cheyenne Community Park Site Selection Study and Master Plan.

Cheyenne Well Field Rehabilitation

A potential impact identified by the FEIS is the demand on the Cheyenne municipal water supply by the Project at a time when the normal supply is curtailed due to expansion of the City's water supply reservoirs. The Board of Public Utilities worked closely with the Air Force to analyze the existing municipal well field to determine water improvements which are necessary to meet the increased demand. As a result of these studies, it was determined that project impacts could be mitigated through the rehabilitation of the existing well field. The initial mitigation agreement provides a source of funds to accomplish this project. The Peacekeeper Planning Assistance Office provided assistance to the Board of Public Utilities in the preparation of an application to the Economic Development Administration for a grant for this project. The application has been reviewed and approved by EDA. The Board is now waiting for release of mitigation funds to complete this project.

Capital Facilities and Public Works

Public Safety Plan

The Police Department of the City of Cheyenne and the Sheriff's Office of Laramie County may have increased demands for law enforcement services and related facilities because of the Peacekeeper Project. Because the Project is of short duration, little additional manpower for the departments could be provided to meet this demand. Therefore, this study provided an overall evaluation of the Sheriff's Office and the Police Department's organizational structure and existing methods to determine the most efficient and effective way to deal with the anticipated impacts without additional manpower. The study analyzed the following general functions:

- Organizational Structure
- Management and General Administration
- Personnel Administration
- Utilization of Manpower and Resources
- Field Operations
- Crime Prevention Programs
- Staff and Auxillary Services
- Relationships with Other Agencies

A separate report was prepared for both the Cheyenne Police Department and the Laramie County Sheriff's Department. Although analysis and evaluation of all law enforcement functions was included, the study attached priority to those areas of management and operations in which improvements could be linked directly to an increase in the efficiency and effectiveness of the departments in responding to the complexities brought about

by the installation of the Peacekeeper Project. Each report contains analysis and recommendations in the following areas:

An examination of crime and law enforcement problems, manpower and material resources, and community resources.

Organizational structure, to include a description of the present structure and a detailed description of the recommended structure.

Allocation and distribution of manpower by time, function, and area, including a computer-assisted patrol resource allocation plan.

The feasibility of transferring and applying technology and crime prevention programs that have proved effective in other law enforcement agencies.

Management and administrative policies and procedures to include planning, directions and supervision, internal inspection and control, fiscal management, public information, and community relations.

Personnel administration, to include recruitment and selection, promotion, training, education, career development, working conditions, employee relations, and disciplinary problems.

Operational procedures, to include evaluation of the effectiveness of patrol, traffic, juvenile, investigative, and vice control operations, with emphasis on improving the actual delivery of law enforcement services.

Communications, to include the use of radio, telephone, and teletype, and complaint recording and dispatching.

Records management, to include investigative, identification, traffic, offense, arrest, and administrative records; report processing; and information retrieval and storage.

Service functions, to include custody of persons and property, laboratory facilities, building space utilization, and adequacy and maintenance of equipment.

Relationships with other agencies, to include areas in which the City and the County, and other agencies, can mutually improve law enforcement services by simple cooperative agreements and other programs, including means to meet increased demands created by the Peacekeeper Project.

The study methodology involved five phases:

Phase I - Collection of raw data and information concerning the management, organization, administration and operation of the departments.

Phase II - Analysis of data and collective consultation with other professional staff members.

Phase III - Formulation of recommendations designed to improve current policies, procedures, and practices.

Phase IV - Preparation and delivery of the final report.

Phase V - Implementation of the recommendations in the report, as deemed appropriate by local officials.

Each report contains numerous detailed recommendations on how to improve the efficiency of each department in order to provide more efficient law enforcement services in Laramie County. The information provided by the reports will allow each department to better meet the needs created by the Peacekeeper Project with the resources currently available. For more information, see A Comprehensive Management and Operational Study of the Cheyenne Police Department and A Comprehensive Management and Operational Study of the Laramie County Sheriff's Department.

Law Enforcement Seminar

The Industrial Siting Administration coordinated a seminar held at Vandenberg AFB, California for local law enforcement officials for training in dealing with civil demonstrations against the Peacekeeper Project. Representatives from SATAF assisted in coordination with Vandenberg AFB. The seminar was held on May 29 and May 30, 1984, with transportation being provided by the

Wyoming Air National Guard. Transportation costs to Cheyenne and per diem while in California were absorbed by local participating agencies. Forty-seven people from the area participated in the two-day seminar.

Natural Resources and Recreation

Comprehensive Study for Recreation Providers

The comprehensive recreation provider analysis, prepared for the City of Cheyenne, examines the adequacy and availability of recreational opportunities in Cheyenne. The study recognizes that demand will vary over time as a result of changes in consumer preferences, population growth, and other factors. This analysis presents a point-in-time assessment of recreation supply and demand for specific activities to identify needs. Public policy options for meeting these needs are proposed.

The development of the Peacekeeper will produce a modest influx of residents into the Cheyenne Urban Area. Most of the population will live in the area for only a short period. The magnitude and duration of the Project-related population growth is unlikely to create substantial additional demand for recreation. Certain programs already operating at capacity might be overburdened over the short term.

This study analyzed the existing major providers of recreation opportunities in the public and private sectors. A needs assessment examining specific recreational activities was performed to determine the adequacy of existing public and private facilities. Participation levels, facility supply and program opportunities were evaluated among public and private

providers. The need for additional recreational facilities exists in the areas traditionally associated with the Parks and Recreation Department. Currently, the department lacks adequate facilities to expand offerings. The most apparent need is for a central facility with a large gymnasium. Existing facilities are inadequate for many desired activities and are approaching overuse. The study evaluated several options available to the Parks and Recreation Department to determine which strategy best fulfills the need to enlarge recreation facilities and programs.

For more information, see Comprehensive Analysis of Recreation Providers in Greater Cheyenne.

Maintenance Management Plan

Increasing fiscal constraints on local governments have effected their ability to maintain facilities and infrastructure. This study developed a methodology for analyzing recreational facilities impact on the City of Cheyenne's park maintenance operation. A computer based system for compiling maintenance requirements and costs was implemented. A recommendation was also provided for an approach to maintenance impact analysis built upon this quantitative data.

The Work Management SystemTM software package was implemented in the Cheyenne Parks and Recreation Department to compile resource utilization data for various types and scales of facilities.

Associated forms and procedures for accumulating field maintenance data were also designed and implemented. The level of detail at which data is being collected was determined to be most suitable for analyzing the impact of Cheyenne's facilities. Use of the automated system was phased in during February, 1985 and additional fine tuning was performed during March.

A detailed approach to performing impact analysis in Cheyenne's park maintenance operation was recommended. The expertise of Cheyenne personnel will be utilized to determine the maintenance elements at each location. Cheyenne parks personnel will also provide input regarding the job types associated with each maintenance element, and whether each job type is performed on a routine or non-routine basis. The Work Management System will provide costs and frequency data for determining the expected annual cost and expected labor requirements associated with each maintenance element. These resources can be validated against the park management system's reports for existing locations. Once the maintenance element's costs have been validated, they can be used for projecting the maintenance requirements of proposed facilities. This detailed approach to impact analysis also facilitates the comparison of alternative plans for developing a specific site.

See Development of a Parks Maintenance Management System and Impact Analysis for detailed information regarding the

implementation and use of the Work Management System in Cheyenne, examples of reports and their uses, and a full discussion of the recommended impact analysis methodology.

Oliver Reservoir Recreation Planning Project

The purpose of this report was to analyze the existing conditions at Oliver Reservoir in Nebraska in order to be aware of potential Peacekeeper impacts. The Oliver Reservoir State Recreation Area is located on Lodgepole Creek in Kimball County. The dam has recently been rehabilitated to provide a constant-level lake for recreational use by the South Platte Natural Resources District. Existing users of the facility were surveyed to determine use rates and patterns. The conclusions of the study follow:

1. Visitation rates based on this study are similar to the FEIS with greater potential activity day participation.
2. The impact of the Peacekeeper Project will not substantially affect visitation although some increase of demand will occur.
3. The new improvements of the reservoir will increase potential visitation. Additional operations support will substantially improve the quality of the recreation experience.
4. The site will need to be closely monitored in the near future to determine what impact on visitation the improvements are having. The impact of Wyoming residents affiliated with the Peacekeeper Project should also be monitored.
5. The limitations of the resource base provide natural carrying capacity that should not be exceeded.
6. One of the greatest potential problems is the lack of full-time, on-site park management personnel.
7. If capacity is reached, area managers should give

attention to diverting visitors to other recreation sites in the area with greater carrying capacity.

For more information, see Oliver Reservoir Recreation Planning Project.

Education, Human Resources, and Health

Education Impact Mitigation Plan

The organization of Laramie County School District No. 1 currently consists of elementary schools (grades K to 6), junior high schools (grades 7 to 9), and high schools (grades 10 to 12). Prior to the selection of F.E. Warren as the base for the Peacekeeper Project, the District determined that it would be prudent to reorganize the district under the middle school concept. A long range plan was developed which would lead to the conversion of elementary schools to grades K to 5, development of middle schools for grades 6 to 8, and conversion to a four-year high school consisting of grades 9 to 12. Implementation of the middle school concept was deemed desirable not only to provide a better educational program, but also to meet the long term capital facility needs of the District. In order to implement the plan, it is necessary to construct a new high school to accommodate the additional high school students added by incorporating the ninth graders into the high school. However, by moving the sixth graders to the middle school level, significant additional capacity would be created at the elementary level. This additional capacity was determined to be vitally necessary based upon demographic studies and changing educational requirements at the elementary level. Implementation of the middle school concept was considered a long range goal of the District, to be accomplished within ten years.

The capacity of the District to accommodate Peacekeeper Project impacts was assessed in great detail in both the FEIS and the FIA. Significant impacts on the District were predicted in both of these studies for both the construction phase and operational phases of the Peacekeeper Project. Although most of the impact was expected to occur at the elementary level, shortages in capacity at the junior high and high school levels were also predicted. After careful review of both the short-term demands created by construction, and the long-term demands imposed by operation of the Peacekeeper Project, the District determined that there were two alternatives available to prevent adverse impacts from occurring. The preferred alternative would be to implement the middle school concept immediately. This alternative, of course, requires that funding be obtained to construct a new high school immediately. The second alternative would be to add additional capacity at the elementary level and accelerate implementation of the middle school concept as much as funding constraints would allow. Because of the inability of the District to obtain the funds necessary to implement the middle school concept immediately, the second alternative is currently being pursued.

Comprehensive planning studies under this grant were carefully designed to provide the necessary information to the District to meet the educational demands created by the Peacekeeper Project.

Studies were designed to provide information on how to best meet the needs created by the Peacekeeper Project under the current organizational structure, while recognizing that the best way of meeting the long-term demands of the Peacekeeper Project is through implementation of the middle school concept.

Planning to meet the impacts of the Peacekeeper Project on the educational facilities of Laramie County School District No. 1 consisted of four distinct elements. These are the development of a facilities master plan, development of a middle school implementation plan, site selection for a new high school, and grant application for funds to construct the necessary new school facilities.

As previously described, the District has developed a proposed plan for implementing a school re-organization to include a middle school. This would change the existing grade configuration of elementary schools (K-6), junior high school (7-9), and high schools (10-12); to low schools (K-5), middle schools (6-8), and high schools (9-12).

A middle school task force of teachers, principals, and administrators was established to develop proposed middle school philosophy, goals, curriculum, and transition plan. Four school districts which have middle schools were visited to assist the

task force in identifying issues and options that the District should address.

Anticipated facility requirements, building capacities and conversions, and projected student enrollments were developed with the assistance of a planning consultant. For more information, see Middle School Implementation Plan and Facility Requirements.

The Laramie County School District No. 1 Master Plan was developed to allow the community to research and define effective paths for school facilities development over the next ten years. The purpose of the plan is to define a platform of planning needs and assumptions in conjunction with initial solutions that will allow thoughtful decisions about facilities to be defined.

Initial pressure driving the need for the master plan has been the assumption of significant impact on the community by the Peacekeeper Project. However, other pressures drive the need for the report as well, including administration and community-based perceptions that the current facilities have a wide variance of quality and that the school district is of a size to require thoughtful planning for a complex range of buildings.

The master plan focussed on physical facilities as its primary issue. No review of curriculum, curriculum development, or the relationship between new curriculum and facilities was conducted. This will be accomplished for a four-year and a three-year high school in the next phase of the planning process under the second year 801 grant. Completion of this phase is extremely important because the link between curriculum as a driving force for quality/quantity of space and the existing facilities is a direct one.

District policy calls for the implementation of a curriculum enrichment program for grades six through eight as soon as possible. A major thrust of this study has been to define, in broadscope terms, how that curriculum can be implemented with the context of the current facilities.

The study found that there is clear potential for the Peacekeeper Project to impact the District. Impact on the elementary schools will be the highest, but the impact on the junior and senior high facilities, already running at or over capacity, may represent a more compelling problem.

The study recommends a three phase approach to solving the facility problems of the District. Phase I represents a three-year period during which several critical issues are responded to, primarily at the elementary level. During Phase

II, the concentration of effort is upon the conversion of the system to a middle school operation. As a result, rather than sustaining burst enrollments in the elementary schools, the District will sustain enrollments in the high schools well in excess of burst capacity. Thus, there is the need to resolve high school capacity. Because of the proposed change in organization structure to include a middle school (grades 6-8), there is a possibility of taking advantage of reduced enrollments to take unneeded classroom space and convert it to much-needed special instruction space. During Phase III, the concentration of effort is once again upon the low schools. For more information on the master plan, see Facilities Master Plan, Laramie County School District Number One.

Based upon the anticipated and projected school enrollments over the next several years and based upon the expectation that the District will be converting to a middle school program, it was determined appropriate at this time to begin consideration of a future site for an additional high school. The high school under consideration would be located in South Cheyenne. The purpose of the site selection study is to allow the Board to continue its long-range planning program to provide a quality educational system for the District.

The site selection study was undertaken without regard to specific timing of construction. Consultants were retained to

assist in selecting a site for a future high school. For purposes of this study, a preliminary program for a South Cheyenne High School was developed in order to be assured that considered sites were evaluated for a specific use and purpose. Sites meeting the selection criteria were identified for consideration. Eight sites were identified and assessed based upon preliminary screening criteria. Three sites were selected for detailed analysis as the best potential areas. Each of the final sites was evaluated according to the following criteria:

- Vehicular access
- Utilities
- Ownership
- Acquisition costs
- Land use
- Neighborhood impact
- Topography
- Soils
- Drainage
- General overall developability
- Development cost, on-site
- Development cost, off-site
- Ability to collocate with park
- Potential to attract infill development
- Proximity to residential developments
- Expansion capability

Based upon these criteria, a first priority and second priority site were recommended to the Board of Trustees for consideration. For more information, see South Cheyenne High School Site Selection Study.

The Initial Year Mitigation Agreement recognizes that additional school facilities will be required to meet the needs created by the Peacekeeper Project. The District has been working with the

Department of Education on the preparation of a grant application to construct these additional facilities.

Human Services Impact Management Plan

A conclusion of the Environmental Impact Statement was that selected human services could be significantly impacted due to the Peacekeeper Project. Consequently, the Human Services Task Force, comprised of community volunteers nominated by the Mayor and County Commissioners and appointed by the Governor, was charged with preparing the necessary information relating to the mitigation of impact on human services. From the beginning of the planning process, it was recognized that additional funding for human services programs could probably not be obtained. Therefore, a comprehensive planning process was initiated to optimize the delivery of human services to allow agencies to provide the necessary services to meet the impacts of the Peacekeeper Project with the funding that would be available.

Their first duty was to prepare the Mitigation Plan for Human Service Agencies. Although the Peacekeeper Project impact on the various agencies was determined to be significant, it was determined that most agencies are already at or over capacity. Consequently, any increases in demand for services could cause significant impact and further demands on services. The Human Services Task Force developed a mitigation plan to address the existing deficiencies and the additional impact. It should

also be noted that the plan utilized figures provided by the United States Air Force based on the deployment of 100 missiles.

After completion of the Mitigation Plan the Task Force looked at specific facility needs of certain key agencies identified in the Mitigation Plan. These agencies had been identified as having poor facilities and could be impacted by increased demand for services. Kemper Architects of Cheyenne, Wyoming was contracted to examine the facility needs of these selected agencies, and make projections for comfortable, functional, accessible and workable facilities. Kemper Architects reviewed these agencies:

- Alcohol Traffic Safety Program
- Project Hope
- Alcohol Receiving Center
- Cheyenne Halfway House
- Cheyenne-Laramie County Health Unit
- Environmental Health and Animal Control
- Attention Home
- Division of Public Assistance and Social Services
- Grandma's Safehouse
- Emergency Medical Services
- Wyoming Food Clearinghouse, Inc. (storage only)
- Salvation Army (storage only)
- COMEA Shelter

Kemper Architects defined alternatives to accommodate current and long range space needs, considering new construction, leasing, reuse and expansion of existing facilities. Each agency received a copy of the complete agency analysis and recommendations for their agency to assist them in future planning.

After facility needs were determined, it became apparent to the Task Force that the potential for financial savings existed if services and/or facilities were shared. Therefore, Kemper Architects examined the list of agencies in the Facility Needs Analysis, added other agencies that could interface with them, and prepared a Collocation Analysis. The objectives of which are:

1. To provide convenience to clientele
2. To reduce costs and overhead by sharing space and equipment
3. To avoid duplication of services
4. To increase efficiency by providing the capability to obtain appropriate equipment and functional working areas
5. To create a pleasant work environment and comraderie among Human Service employees

The former Johnson Junior High School building was taken into consideration as a human service center, but cost and overall condition of the building were prohibitive. The Collocation Analysis included options for the partial sharing of physical space to sharing services but not facilities.

The Executive Summary of this report is attached in Appendix D. For more information, see Facility Needs and Collocation Analysis of Selected Human Service Agencies.

Included in the facility needs analysis was the Cheyenne-Laramie County Health Unit. Because the Health Unit is already lacking

space, accessibility, and parking, and had the greatest potential for impact from the Peacekeeper Project, an in-depth study of housing options was prepared by Kemper Architects. They examined existing buildings versus new construction, and targeted one existing building and one site for new construction. The existing building that could satisfy the needs of the Health Unit is the City Center Building, and the proposed site for new construction is three-quarters of a block at 19th Street and Bent Avenue. Kemper Architects made recommendations as to the best potential sites. However, it was not within the scope of the study for Kemper Architects to make a final recommendation on existing building versus new construction.

The Executive Summary of this study is attached in Appendix D. For more information, see Site Selection and Feasibility Study for the Cheyenne-Laramie County Health Unit.

A multitude of human service programs are provided in Laramie County by many agencies. As a direct result of the planning conducted for the Peacekeeper Project, it was recognized that a need existed for a compilation of programs offered by each agency. Accordingly, a Directory of Human Services for the City of Cheyenne and Laramie County, Wyoming was prepared by the Division of Community Programs, Department of Health and Social Services. Cost of preparing the directory and printing was borne by the Department of Health and Social Services.

The Human Services Task Force then set out to gather more specific data about selected key agencies. The information collected is primarily designed to be used in the aggregate. Donna Smith and Associates of Cheyenne, Wyoming was contracted to compile data on 136 programs in 96 health and human service agencies. This information includes:

BUDGET

Sources of revenue
Expenditure items such as rent/mortgage, contractual fees, cash payment to clients, etc.

STAFFING

Number of staff, both paid and volunteer
Staffing time by program
Number of volunteers and total time by program

CLIENTELE

New versus old versus continuing clients by program
Total number of individuals by age, sex and type of service
Total number of services by type of service
A list of anything that has changed the number of clients, added programs, or altered definitions

REFERRALS

Referral to existing agencies or programs by number or percentage
Number or percent of referrals received by agency
Number of self referrals, in general
Referrals by type of program if appropriate and possible
General type of clientele the agency automatically refers elsewhere
Types of clientele that don't seem to fit into any existing agency

It was recognized at the outset that information in all of these areas may not be available or pertinent for each of the key agencies. However, the goal was to gather as much information as possible in order to assist in the formulation of a Human

Services Delivery Plan for Laramie County. The Executive Summary for this study is attached in Appendix D. For more information, see Human Resources Marketing Study.

The final study contracted for the Human Services Task Force is the Community Needs Analysis by Dr. Tom Bougsty. The study included surveying 750 randomly selected homes in Laramie County and administering a lengthy questionnaire concerning the needs of the community in relation to human services. The objective was to identify human service and other community needs (for adults and children), so accurate citizen input is available to help establish both short-term financial priorities and a long-term human services plan.

The following four goals were accomplished by this study:

1. To document baseline human service conditions as experienced by Cheyenne residents, so present conditions can be understood and future changes can be planned and monitored.
2. To increase citizen awareness of human services and to facilitate communication and coordination between users, local officials, and human service providers.
3. To help develop a comprehensive human services plan.
4. To help establish human service funding priorities.

The Executive Summary of this report is included in Appendix D. For more information, see Cheyenne Community Needs Assessment for The City of Cheyenne, Laramie County, and United Way of Laramie County.

The ISA organized and sponsored a Transient Management Seminar with assistance from the Human Services Task Force and the Peacekeeper Planning Assistance Office. The morning session of the seminar consisted of presentations by experts in the field from other areas of the region which had been subject to impact. The afternoon session consisted of workshops to develop a transient management plan based upon the advice given during the morning session. The seminar was well attended and considered by all attendees to be highly successful. For more information, see Proceedings, Transient Management Workshop.

All pertinent data is now available to develop a comprehensive human services planning process. This will be completed as the final phase of human services planning during the second year 801 grant.

Health, Human Services and Education-Nebraska

A resource study for western Nebraska was conducted for Banner, Kimball and Scotts Bluff Counties. The human services portion of this study had two goals. The first was to establish the baseline quality and availability of the human services used by residents of the effected areas and to determine what effects Peacekeeper construction and population increases might have on that baseline. The second goal was to recommend how best to maintain existing quality while providing additional services due

to deployment. The purpose of the health services portion of this study was to explore the adequacy of the existing health care services and to anticipate any changes in service delivery that may occur due to Project-related construction activities. The purpose of the education portion of the study was to determine the adequacy of the existing school systems and the ability of the schools involved to handle an in-migration of students. Arts and cultural activities were also analyzed to outline the existing programs and assess Project impacts. Finally, the law enforcement situation in Banner County was assessed to determine if additional law enforcement staff will be needed to aid in enforcing traffic laws in Banner County during the construction period. For more information, see Resource Study: Human Services, Health, Education Arts in Western Nebraska and Law Enforcement in Banner, Kimball and Scotts Bluff Counties, Nebraska.

Emergency medical services in western Nebraska were assessed to determine the effect the in-migration of Project workers will have on the delivery of services to the area. To assess the effect of the expected in-migration, three areas were examined as follows:

1. Standards by which emergency medical services are operated in Nebraska.
2. Current level of emergency medical services provided in the Panhandle, specifically in Kimball, Banner, And Scotts Bluff counties.

3. The size and characteristics of the projected population.

The study concluded that emergency medical services in the three-county area are adequate. It was also found that these services could withstand the projected population increase due to the Project. Specific recommendations were provided to improve the delivery of services. For more information, see Emergency Medical Services in Scotts Bluff, Banner, Kimball Counties.

APPENDIX A

Report from the Peacekeeper Planning Assistance Office

Report from the Nebraska MX Coordinator

Cheyenne-Laramie County



Regional
Planning
Office

July 12, 1985

RECEIVED

JUL 16 1985

- I.S.A. -

Richard C. Moore, P.E.
Director
Office of Industrial Siting Administration
Third Floor - Barrett Building
2301 Central Avenue
Cheyenne, WY 82002

Dear Rick:

Rick
I've compiled the time and the salary cost expended on MX activities this past quarter. This time does not include the personnel within the Peacekeeper Planning Assistance Office nor any fringe benefits or overhead costs.

	<u>Hours</u>	<u>Rate</u>
Planning Director	47.6	\$ 759.70
Asst. Planning Director	18.5	261.03
Sr. Planner	147	1,878.66
Planner II's	8.5	100.73
Planner I	60	517.20
Clerical	33.4	192.38
Summer Intern	240	<u>1,108.80</u>
	555	\$4,818.50

Please call if you have any questions.

Sincerely,

JTB

James T. Bonds
Planning Director

JTB/sps

Cheyenne-Laramie County



Regional Planning Office

QUARTERLY REPORT
April-May-June, 1985

I. PLANNING OFFICE

General Activities

Planning Office staff continue to serve various committees related to the MX project. These committees include: Peacekeeper Working Group, Monitoring, and Mayor's Impact Team subcommittees. Each of these committees play a vital role in the Peacekeeper mitigation process. Planning Office staff also worked on tying up loose ends of 801 projects and working on other federal grant projects which will help to mitigate Peacekeeper impacts. Results of completed 801 studies are used as important guides in making decisions on mitigating Peacekeeper impacts and guiding future growth.

In order to better monitor Peacekeeper activities and overall development trends, the Planning Office also hired a summer intern to develop a computerized land development database management system. This system should be fully operational in the Fall of 1985. An additional clerical person is being considered for the Peacekeeper Planning Assistance Office to complete these efforts.

During the past quarter the Planning Office staff spent 555 hours working on MX activities. A separate report is attached.

IMPACT TEAM

The primary task of the Mayor's Impact Team over the past quarter has been to oversee the completion of a newspaper supplement explaining all Peacekeeper construction and planning activities. The insert was published in the local newspapers on April 30, 1985. Copies are still available at the Peacekeeper Planning Assistance Office. The Impact Team also gave its input on the preparation and signing of the final mitigation agreement. Team subcommittees continue to review information produced by the monitoring program.

801

The Planning Office has begun copying and distributing the various 801 studies. The results of these efforts are also being presented to interested groups.

The Neighborhood Conservation Plan was presented to City Council and a working group has been set up to implement feasible suggestions of the study.

The Comprehensive Recreation Providers, Parks Maintenance Management Plan, and Recreation Site Selection and Master Plan were presented during the month of April.

The Transportation, and Public Utilities Impact Plan, were presented during the month of May. The Public Safety Plan will be presented during the summer.

The Planning Office has been distributing copies of all these studies and they are being included in the development of City and County capital budgets and work programs as well as in private sector decision making.

MONITORING

During the past quarter, important decisions were made as to who would continue the monitoring effort. Laramie County Community College decided to take responsibility for the program with assistance from the Industrial Siting Administration, the Air Force, and the Planning Office. Also, Peacekeeper Planning Assistance Office staff coordinated the review of the monitoring program which resulted in a reduction of the number of variables that will be reported in future reports. This made the program more financially and administratively feasible for Laramie County Community College to undertake.

CEBA

CEBA continues to be operational and its outputs have been used by both the private and public sector. CEBA continues to be updated and calibrated by the Laramie County Economic Data center. The Economic Data Center and the Peacekeeper Planning Assistance Office presented the capabilities and outputs of the model to the Industrial Development Association of Cheyenne in order to build up clientele for the use and long term maintenance of the model.

II. PEACEKEEPER PLANNING ASSISTANCE OFFICE (PPA)

PPA personnel devote their time and efforts to MK and MK related planning projects.

In total PPA professional staff have spent their time by the following categories spelled out in the initial 801 Grant Agreement:

Program Management and Coordination	2%
Economy & Population	46%
Capital Facilities and Public Works	6%
Human Resources and Health	25%
Land Use, Housing, Community Development, and Transportation	19%
General Government	1%

A clerical person funded, by 801 monies, supports the activities of the two professional staff.

Monitoring, CEBA, Economics

Dale Horneck monitors housing and land development in Cheyenne to maintain the database produced by URS/Berger as a part of the EIS. The housing and land development information is included in the quarterly monitoring reports. Beginning with the next quarter, Dale will prepare the entire land use and housing section of the monitoring report. Dale also runs various scenarios on CEBA, interprets the outputs and distributes the results. Most of these runs center around determining the impacts of major employment shifts in the County. He has also given public presentations on the use of the model.

Dale continues to handle the administrative concerns related to the 802 grant for the upgrade of Cheyenne's water well fields. This includes acting as liaison between the Air Force, the Office of Economic Adjustment, the Wyoming Industrial Siting Administration and the Cheyenne Board of Public Utilities. Work will begin on this project as soon as the funds are released from OMB.

Dale is also serves MX committees as needed including the Peacekeeper Working Group and the Monitoring committee. He also provided overall support to the office in the areas of economics and computer applications. This includes the maintenance and distribution of information produced by various 801 studies. Additionally, Dale manages other federally funded projects which will help to mitigate Peacekeeper impacts. Preliminary preparation for the second year 801 economic study has begun and Dale provides considerable technical and administrative support for this project too.

Human Services

Beverly Gorny temporarily filled the Human Services Planner vacancy in the Peacekeeper Planning Assistance Office. During the month of April, Beverly completed work on the Peacekeeper newspaper insert which was then published on April 30, 1985. Since Beverly was only hired on a temporary basis, she now works in another City department. Needed human services work will now be done on a consulting basis since it is considered unfeasible to hire someone for this position for such a short term. Human services studies are still being distributed by the Peacekeeper Planning Assistance Office and study results are being used by individual human service agencies as well as local and state decision makers.

**FINAL REPORT
801 Grant Agreement**

January 1, through June 30, 1985

State of Nebraska

FINAL REPORT
801 Grant Agreement

January 1, 1984 through June 30, 1985

State of Nebraska

Program Management and Coordination

In order to effectively and efficiently coordinate Nebraska activities connected with the siting of the MX Missile, funding was sought through Section 801 of the Military Construction Authorization Grant of 1981 (P.L. 96-418 as amended by P.L. 97-99, 10 U.S.C.) The intent of the funding is to initiate the local planning activities to be carried out in Nebraska, providing direction and supervision during completion of those activities, and to fund Nebraska expenses incurred in participating in the Intergovernmental Executive Impact Council, Peacekeeper Working Group, and other project related activities. This report briefly outlines the Nebraska activities that took place throughout the term of agreement from January 1, 1984 through June 30, 1985. Information about grant funded activities that occurred during the last quarter of the grant (April 1 through June 30, 1985) are given in greater detail.

Over the eighteen month term of the grant, twenty trips were made in connection with project activities. The Peacekeeper Working Group met thirteen times. Gayle Malmquist attended all of those meetings. Martha Beaman also attended three of those meetings in early 1984. Gayle Malmquist also participated in the work of the monitoring subgroup starting in May 1984 with attendance at seven meetings. All of the meetings discussed above were held in Cheyenne, Wyoming. Two other visits were made to the Nebraska deployment area. One in January, 1984, was to attend an Air Force briefing in Kimball. An August 1984 trip was made to Scottsbluff and Kimball to collect information concerning two 801 funded studies being prepared within the Policy Research Office. That trip also corresponded to a meeting of the Peacekeeper Working Group in Cheyenne.

During the last quarter of the grant, the Peacekeeper Working Group met on May 16th and June 27th, 1985. The monitoring subgroup met on May 30, 1985. Gayle Malmquist attended all three of those meetings.

Based upon information gathered and disseminated through the Environmental Impact Statement process, along with discussions among local officials and state agency representatives, an initial year work plan was developed for the State of Nebraska. On January 16, 1984, a copy of the plan elements ranked by order of importance was forwarded to the ISA, along with preliminary budgets.

Scopes of work were prepared for the activities to be funded under this grant. The contract for Nebraska program management and coordination was forwarded to the Industrial Siting Administration on January 20, 1984. Upon review by the Intergovernmental Executive Impact Council, the agreement was signed on March 14, 1984. That agreement provides for one approved subcontract to fund the planning coordinator's position, another subcontract for 3/4 time for clerical support, in addition to funding travel and supplies

associated with the project. Upon notification of the agreement's acceptance, the selection and hiring process was begun for the clerical support position. The process was completed in the Second Quarter of the grant. However, time during the First Quarter was spent in writing the job description, advertising the position, selecting the screening device, and the initial screening of the applicants.

Scopes of work for seven specific local planning activities were presented to the Peacekeeper Working Group in February for concurrence. That group agreed to have the IEIC review the combined Nebraska and Wyoming package. In addition, the Air Force reviewed the activities for duplication and for compliance with the Intergovernmental Cooperation Act, and the Military Construction Authorization Act of 1981.

Questions were raised by the Air Force in March of 1984, as to the possible duplication of their activities with regard to the wildlife study. The Nebraska study proposed to inventory the occurrence of non-game, endangered and threatened species, and all other species that might be vulnerable to the disturbances and habitat modifications resulting from the project. Further direct discussions between the Air Force, their consultants, and Nebraska Game and Parks Commission employees helped to clear up the concerns of all parties. It was determined that the Nebraska study was not necessary and it was deleted from the 1st year work plan.

On March 21, 1984, Governor Kerrey was provided with Nebraska's specific recommendations for planning studies, including budgets. On March 30, 1984, Governor Herschler, on behalf of the IEIC, circulated the requests of both states, including a summary. The concurrence of Governor Kerrey was relayed to Governor Herschler on April 13, 1984.

The first Nebraska local planning study undertaken was the Oliver Reservoir Recreation Planning Project which began in late May, 1984 to take advantage of the Memorial Day holiday to gather field information. The work was accomplished by the Community Resource and Research Center at the University of Nebraska-Lincoln. The study was completed and distributed in November of 1984.

Two studies were accomplished with the Planning Coordinator's direct supervision in the Policy Research Office. The Health, Human Services, and Education Study began on June 1, 1984 and the initial data collection was done by Kimberly Brookes, a contractor. In September, another contractor, Dawn Egenberge, was hired to complete the analysis and finalize the document. As the study proceeded, it was agreed to enlarge upon the original scope of the work to include a brief assessment of both the arts/cultural activities in the study area and law enforcement patterns and needs, particularly in Banner County. The final report, including all five elements, was completed by December 31, 1984. An excerpted version, containing only the Human Services portion, has also been printed for distribution to the various social service agencies involved in the study.

The Emergency Medical Services Study was begun on July 1, 1984 and completed on December 31, 1984. The work was completed by Mary Ryan, an employee in the Policy Research Office whose time was released to work on the study. Carmen Carnes-Jirovec, who provides support capability to the MX project in the Policy Research Office, shared equally in the production of the document.

The City Council of Kimball, Nebraska on October 2, 1984, approved the recommendation of their appointed Screening Committee in selecting West Plan Partnership of Boulder, Colorado as their consultant to complete the Kimball Community Development Plan. The consultant began work in the middle of October anticipating a January 31, 1985 completion date. A grant agreement was executed between the Wyoming Industrial Siting Administration and the Nebraska Policy Research Office to fund this study. Due to delays in negotiating the contract by the City of Kimball, no work was done by the consultant on this study from November to February. However, the study was completed by June 30, 1985 as contracted. The final report is being forwarded to the ISA and the Policy Research Office at the present time. Upon receipt of the document, processing will begin for payment to the City of Kimball for the final billing.

In addition to assuring completion of the local planning studies discussed above, there has been a continuation of the coordination and liaison work necessary to keep appropriate people informed of ongoing activities connected with Peacekeeper deployment. This involves keeping the Governor and his staff informed, as well as other state agencies. Regular communication is maintained with the Wyoming Industrial Siting Administration, members of the Peacekeeper Working Group and other project related task forces. Maintenance of the existing contacts with representatives of local government in the impacted area continue to be of primary importance. Information was conveyed to them as needed, as well as seeking their input for inclusion into the planning studies. Specific information was given along with general updates on project progress, when called upon to do so.

Discussion continued throughout the last half of 1984, regarding language in the Mitigation Agreement to accommodate both Nebraska and Wyoming's disparate sales and use tax system. On November 30, 1984, Gene Nilan and Donald O. Ellingson, of the Nebraska Department of Revenue met with Bob McKee, Deputy Director of Revenue, Wyoming Department of Revenue and Taxation, and two representatives from the Wyoming Attorney General's Office. The purpose of that meeting was to discuss the September 18, 1984 language, drafted by the Nebraska Department of Revenue, relating to sales and use tax. Without major modification, that version of the agreement was determined to be unacceptable by Wyoming. The meeting concluded with Bob McKee proposing to revise and resubmit the entire agreement for review by Nebraska. As the discussions continued, it became apparent that the incompatibility of the two states' systems required totally separate language in the agreement. Therefore, language was drafted for the portions of the final mitigation agreement relating to Nebraska. Based on the Nebraska Department of Revenue's recommendation, a section was inserted into the draft final mitigation agreement corresponding to the existing Nebraska sales and use tax system. The draft document, prepared by the Peacekeeper Working Group, was reviewed by the IEIC, who recommended its transmittal to Washington, D.C. It was signed by Governor Herschler on April 15, 1985 and by Governor Kerrey on May 6, 1985 and forwarded to General Fornell the following day.

Missile access roads remain a major concern to Nebraska. In order for the State of Nebraska to efficiently construct the necessary roads within the time limitations imposed, it is imperative that funding for design be released immediately. A section of the draft final mitigation agreement was inserted to address this. In addition, the Planning Coordinator has worked with the Laramie County Attorney to review the operation and maintenance agreement proffered by the Air Force in connection with paving county missile roads. The Nebraska Department of Roads has been very instrumental in providing technical advice on this matter.

The Planning Coordinator's time during the last quarter was concentrated primarily on administrative duties. Maintaining communication with local and state representatives and trying to keep up with project status remain a focal point. In addition, a good deal of time has been spent working with the City of Kimball to obtain verification that the activities of their consultant has accomplished the tasks as set out in the scope of work. The proper verification of satisfaction has been received.

A complete record of activities funded by this grant have been maintained. All financial transactions have been completed following the standard operating procedures established by the State of Nebraska and in concurrence with Several rules and regulations.

APPENDIX B

Executive Summary of the Neighborhood Conservation Plan for
Cheyenne, Wyoming.

EXECUTIVE SUMMARY



**NEIGHBORHOOD
CONSERVATION PLAN
FOR
CHEYENNE, WYOMING**

PREPARED FOR

**CHEYENNE · LARAMIE COUNTY
REGIONAL PLANNING OFFICE**

**2101 O'NEIL AVENUE
CHEYENNE, WYOMING 82001
307 637-6281**

BY

URBAN DESIGN ASSOCIATES

**1350 LAWRENCE - SUITE 3E
DENVER, COLORADO 80204
303 893-9516**

DECEMBER 1984

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Tom Collins
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PLANNING OFFICE STAFF

Tom Bonds, Director
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Nicholas Metz

CHEYENNE CITY COUNCIL

Don Erickson, Mayor
Virgil Slough, Council President
William Anderson
Carol Clark
Joan Clark
Sandra Gonzales
Ed Liff
Ken McPherson
J. Robert Storey
Scotty Reid

LARAMIE COUNTY BOARD OF COMMISSIONERS

Jack Humphrey, Chairman
Shirley Francis
Jeff Ketchum

PROJECT FUNDING

This project, an element of community impact planning associated with the deployment of the Peacekeeper (MX) missile system, is financed under Section 801 of the Military Construction Authorization Act, 1981, (P.L. 96-418 as amended by P.L. 97-99, 10 U.S.C.).

Funds for the project were administered through the State of Wyoming Office of Industrial Siting Administration.

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EXECUTIVE SUMMARY

NEIGHBORHOOD CONSERVATION PLAN FOR CHEYENNE, WYOMING

The Cheyenne-Laramie County Regional Planning Office is responsible for mitigation plans for city neighborhoods as a result of planned deployment of Peacekeeper missiles in the Cheyenne Area.

As an element of impact mitigation, Urban Design Associates was contracted in September, 1984, to develop with and for Cheyenne a Neighborhood Conservation Plan. Project Goals were set forth by the Planning Office as follows:

1. To build support for a coordinated local neighborhood conservation program.
2. To provide information to interested members of the public about neighborhood conservation.
3. To obtain public input regarding the substance and structure of a neighborhood conservation program.
4. To prepare and have adopted a neighborhood conservation plan for Cheyenne.
5. To modify ordinances in order to promote neighborhood conservation in keeping with city-wide objectives.

Project work was completed by consultants in December, 1984, and the proposed Neighborhood Conservation Plan is respectfully submitted by Urban Design Associates Paul Foster, Roy Franczyk, Paul Heath, Bernie Jones, and Gary Long, coordinator.

The objective of neighborhood conservation is benefit to both neighborhood and city. Neighborhoods are the essential building blocks; in Cheyenne there are neighborhoods well established, neighborhoods undergoing destabilizing change, and neighborhoods unfinished, still building. Whatever their status, each neighborhood will have physical and social characteristics which come together as a set of conditions which for their inhabitants identify a unique neighborhood character.

Each neighborhood as member of the city family has responsibility for the welfare of the city, and in turn the city bears responsibility for each neighborhood.

All neighborhoods, whatever their character, exist in an ever-present state of change. For some, such change will be so slow as to go unnoticed; a porch added here, a color change with repainting there. For other neighborhoods change will be so rapid as to threaten the very qualities that are perceived as identifying the neighborhood.

Orderly growth and change are perceived as contributing to the building of fine cities. Uncontrolled and unanticipated growth and change frequently have the opposite effect of diminishing or destroying existing urban values.

A definition of neighborhood conservation is the preservation of existing values concurrent with the realization of neighborhood potential through orderly growth and change.

The Cheyenne Neighborhood Conservation Program is a serious endeavor that seeks value preservation and the realization of potential for each neighborhood, that seeks neighborhood integrity - a condition having no part or element wanting.

The charge to Urban Design Associates was community education, and community involvement in the design of a Neighborhood Conservation Plan.

To this end the consultants conducted in the fall of 1984 four Town Meetings, a Developers/Officials Workshop and a Neighborhood Development Seminar. Each of these public meetings was introduced with a presentation of the goals of neighborhood conservation. Then in the Town Meetings controversial case studies were used from Planning Office files to impart some knowledge of the development permitting process in Cheyenne. In the Developers/Officials Workshop initial findings from the Town Meetings were presented, and in the Seminar major presentations were made concerning Cheyenne neighborhood design and the history and means of neighborhood organization.

In each of these public meetings the audience in small groups then discussed the issues raised. In these small groups, facilitated by consultants, citizens were quick to voice their concerns for their neighborhoods, and their city. Though no claim is made that the some one hundred people that attended the meetings (many came to more than one) were fully representative of the Cheyenne community, the small group discussions did express a wide range of viewpoints.

From the many comments recorded in these public meetings discrete issues emerged that are the basis of the proposed Plan. These issues are a series of concerns that directly or tangentially effect neighborhood conservation.

ISSUES AFFECTING NEIGHBORHOOD CONSERVATION

- Development/neighborhood compatibility

- City-wide connections and land uses

- Historic integrity

- Neighborhood boundaries and identity

- Growth patterns and annexation

- Traffic

Public lands, dedications, and easements
The permitting process
Consistent and clear and fairly applied rules
Agreements enforcement
Project evaluation standards
Developer /neighborhood communications
Balance of interests in growth and change decisions
Area development plan implementation

These issues were discussed in a day-long meeting with members of the Planning Office, and the preliminary Plan resulting from these issues was presented to officials representing the Planning Commission, Board of Adjustment, the County Commissioners, and the City Council.

The proposed Neighborhood Conservation Plan is made up of twenty recommendations. They are presented in five sequential steps that if taken in order will provide an ongoing Neighborhood Conservation Program.

Only two of the recommendations suggest new ordinances; the remainder involve reiteration of existing policy and ordinances, or administrative procedures, or existing ordinances already under revision.

The Plan recommendations are presented in short form as follows:

STEP ONE
DEFINE NEIGHBORHOOD BOUNDARIES AND NAMES

1.1 The Planning Office should initiate a broadly participatory project to define neighborhood names and boundaries.

STEP TWO
DEFINE NEIGHBORHOOD QUALITIES TO BE PRESERVED AND ENHANCED

2.1 The Planning Office should assign a senior staff person as Planner for the Neighborhood Conservation Program.

2.2 The Planning Office, with support from the advisory committee for the Area Development Plan, should produce with each neighborhood as it is ready individualized Neighborhood Design Guidelines.

2.3 The Cheyenne comprehensive plans -- Capital Expenditure, Traffic, Annexation, and Parks and Recreation -- should be reviewed by their advisory committees to determine their impacts on neighborhood conservation.

STEP THREE

IDENTIFY THE CONSERVATORS AND THEIR TASKS

- 3.1 City Council should pass a Neighborhood Notification Ordinance.
- 3.2 Each Cheyenne neighborhood should identify quite precisely its assets and its goals for the future, especially as these might relate to the Area Development Plan.
- 3.3 Developers should understand the need to work with neighborhood organizations, and should initiate communication with these groups before plans are finalized.
- 3.4 Developers should work toward projects that fit neighborhood contexts.
- 3.5 The city should continue its support for historical preservation.
- 3.6 The Planning Office should initiate a project to create or strengthen connections among Cheyenne neighborhoods.
- 3.7 Standards designating preferred tree species within street Rights Of Way should be promulgated.
- 3.8 Standards for street layout and for sidewalk location should be reviewed for the guidance of new development design.
- 3.9 The Planning Office should make available staff as facilitators of neighborhood-developer interaction.
- 3.10 Decision-makers should continue support for their appointed staff.
- 3.11 The City should urge the County to adopt design standards for new developments equal to those of the design standards of the City for developments within three miles of the City Limit.
- 3.12 The City should encourage infill of vacant lands within Cheyenne city limits before new development beyond in the County.

STEP FOUR

CARRY OUT NEIGHBORHOOD CONSERVATION

- 4.1 The pending proposals for a new Zoning Ordinance should be supported.
- 4.2 Permitting processes should be reviewed for effectiveness, efficiency, and fairness.

**STEP FIVE
EVALUATING RESULTS**

- 5.1 Council should create a standing Advisory Committee for Neighborhood Conservation.
- 5.2 Council should adhere to the mandate in existing policy that city plans be periodically reviewed in public hearings.

APPENDIX C

Executive Summary of the Utility Impact Study.

Executive Summary of the South Cheyenne Community Park Site
Selection Study and Master Plan.

EXECUTIVE SUMMARY
OF THE FINDINGS OF THE
UTILITY IMPACT STUDY

Funded Through The
Department Of Defense 801 Program



(307) 637-6017
1700 westland rd.

2-1270

March 29, 1985

Mr. Jon Arason
Cheyenne/Laramie County Regional
Planning Office
2101 O'Neil Avenue
Cheyenne, Wyoming 82001

Dear Mr. Arason:

We are pleased to submit this Executive Summary of the findings of the Utility Impact Study, funded through the Department of Defense 801 Program, as part of the impact assessment for the MX Missile Project.

Included in this report are overviews of the methods and results of our analysis and evaluations, scope of work, recommendations, and maps showing the study area in northeast Cheyenne and the South Cheyenne Water and Sewer District.

We would like to express our appreciation to the various officials and employees of the South Cheyenne Water and Sewer District, the Cheyenne/Laramie County Regional Planning Office, and the Cheyenne Board of Public Utilities for their cooperation and assistance during the preparation of this report.

Sincerely,

Eric Staab, E.I.T.

James D. Voeller, P.E.
President, AVI p.c.

ES:cmm

cheyenne, wyoming
82001

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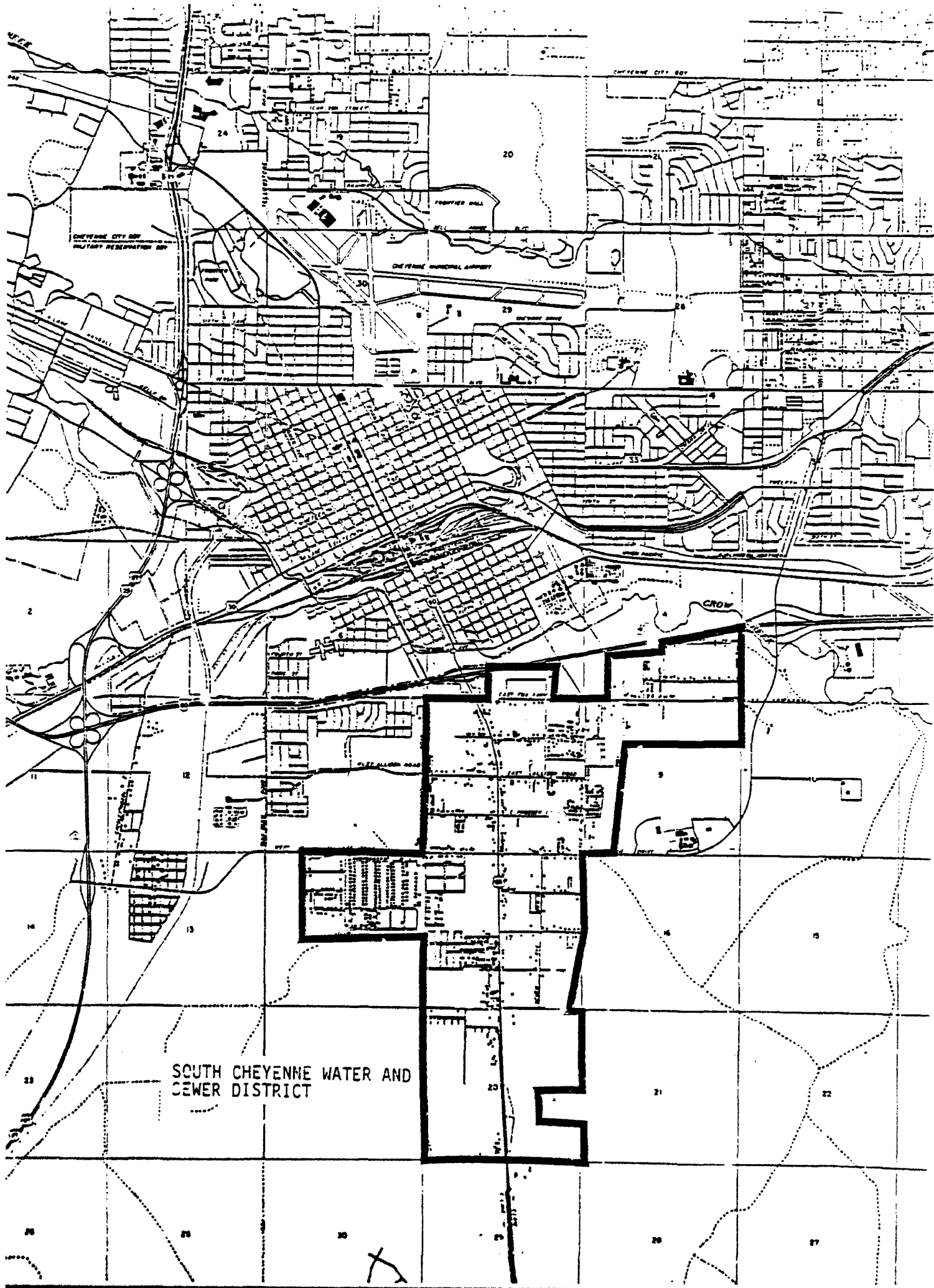
INTRODUCTION

The Utility Impact Study, funded through the Department of Defense 801 Program, provides the following:

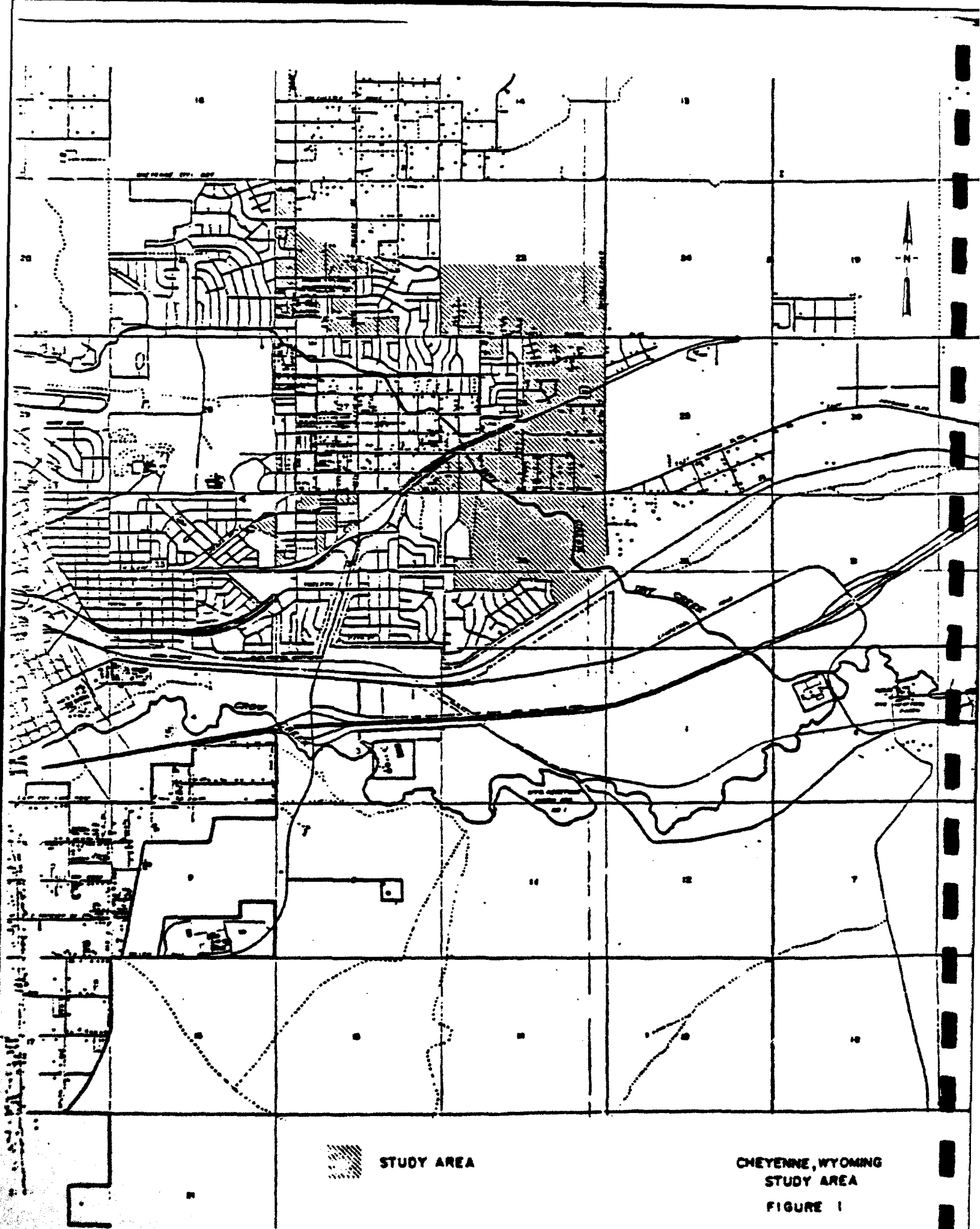
1. A Master Sewer Plan and Preliminary Drainage Study for the South Cheyenne Water and Sewer District; and
2. Master Water and Sewer Plans and a Preliminary Drainage Plan for selected potential urban growth areas East of Cheyenne.

Included are analyses of the existing system, future growth projections, improvement recommendations, and cost estimates for these improvements.

The existing and proposed utilities in these areas have been mapped. These utility impact areas are shown on the following maps.



SOUTH CHEYENNE WATER AND
SEWER DISTRICT



SANITARY SEWER MASTER PLAN
AND
PRELIMINARY DRAINAGE STUDY
FOR THE
SOUTH CHEYENNE WATER AND SEWER DISTRICT

The Sanitary Sewer Master Plan and Preliminary Drainage Study for the South Cheyenne Water and Sewer District was prepared for use as a planning tool, which when implemented, will enable the District to provide and maintain adequate sanitary sewer service and unified drainage, as development occurs and the District's service population increases.

Funding for this project was provided by the Office of the Industrial Siting Administration, as part of the United States Department of Defense 801 Program, to assist in the impact assessment for the MX Missile Project.

This planning report is divided into two parts. Part A is the Sanitary Sewer Master Plan, Part B is the Preliminary Drainage Evaluation.

PART A. SANITARY SEWER MASTER PLAN

The major steps in the Sanitary Sewer Master Plan are as follows:

1. Mapping the existing sewer system.
2. Evaluating the theoretical capacity of existing collection lines.
3. Predicting the existing and future sewage loads in these collection lines.
4. Recommending improvements to the existing system.
5. Recommending improvements that will be necessary to handle future development.
6. Providing the District with a method of recording future development and projecting overloads in order to provide the appropriate relief sewers as they are needed.

1. Mapping the existing sewer system.

Seven (7) aerial photograph section maps are provided in the Sanitary Sewer Master Plan. These maps encompass the entire District, and show:

- a. The District boundary.
- b. The existing sanitary sewer lines and manhole invert elevations, transcribed from existing as-built plans.

- c. The District subdivided into 49 areas of common influence on the sewer system, with 40 manholes distinguished for individual discussion.
- d. Proposed relief sewers for the existing approved population and the projected future population.
- e. Proposed alignment for future development.

2. Evaluating the theoretical capacity of existing collection lines.

The carrying capacity of each existing sanitary sewer collection line where pipe size and manhole invert elevation data were available was determined, using the equation:

$$Q_{max} = 69.8 (D)^{8/3} (S)^{1/2}, \textcircled{1}$$

where D = pipe diameter in inches,

S = pipe slope in feet per foot,

and Qmax is the maximum number of population equivalents (p.e.) that the sewer line should be allowed to service.

Population Equivalents (p.e.) are the number of residents that an institution, commercial establishment, etc. are considered equal to in terms of average and peak flows. For instance, a trailer space is considered equal to 3 p.e. since the average trailer space in the District has 3 residents.

In deriving equation (1), the following assumptions have been made:

- a. The maximum depth of flow in any sanitary sewer line should be restricted to 60% of full depth during peak loading as recommended by the Cheyenne Board of Public Utilities;
- b. The average daily flow (ADF) is 100 gpcd;
- c. The peak hourly flow (PHF) is 250 gpcd;
- d. Manning's $n = 0.013$.

Thus, by following standard design practices and regulations, the carrying capacity of any sewer line of given size and slope is completely pre-determined. For instance, an 8" dia. pipe with a slope of 0.004 ft. per ft. ($D=8$, $S=0.004$), inserted in equation 1., yields $Q_{max} = 1130$ p.e. I.E. This line is able to serve 1130 residents.

3. Predicting the existing and future sewage loads in these collection lines.

Once the carrying capacities of the existing sanitary sewer lines were determined, existing and future sewage loads were determined. This was accomplished by:

- a. Dividing the District into 49 areas,
- b. Determining the existing and future population equivalents in each area, and
- c. Accumulating these population equivalents in various manholes throughout the sewer system.

Existing and future population equivalent estimates were determined from projections made in the technical report, Water System Analysis For The South Cheyenne Water and Sewer District, by ARIK, p.c. The ARIK study showed the location of existing and future services, identified their type, (commercial, residential, trailer, etc.), and projected the following population densities:

Residence - 2.64 people per dwelling unit
Apartment - 2.50 people per dwelling unit
Mobile Home - 3.00 people per dwelling unit

The following additional population equivalents were necessary to derive:

Holiday Inn:	700 p.e.
Commercial Establishments:	13 p.e.
Rossman Elementary School:	7 p.e.
Arp Elementary School:	6 p.e.
Laramie County Community College:	100 p.e.

Apartments were assumed to have 10 individual dwelling units per building.

Once population equivalents were determined for each area, these population equivalents were accumulated in 40 pertinent manholes throughout the District. These accumulated flows, in population equivalents, were compared to the previously determined carrying

capacity of the sewer lines between the manholes, for both existing and future flows. Where carrying capacity was exceeded, appropriate relief sewers were recommended.

4. Recommended improvements to the existing system.

To prevent a theoretical overload of the existing collection lines for the present service population, the following additions to the collection system are necessary in the immediate future.

3,980 ft. of 21" dia. pipe

6,350 ft. of 18" dia. pipe

3,500 ft. of 12" dia. pipe

(includes 108 ft. of 12" dia. cast iron pipe on Hwy. 85 crossing)

The estimated 1985 cost for those improvements is \$800,000.00 not including road repair, movement of existing utilities and appurtenances, traffic control or geotechnical complications.

These recommended improvements are based on a "worst case" condition. Existing approved service population assumes that all dwellings, vacant lots, and commercial establishments now existing or approved for development within the Districts' service area are fully occupied. This includes approximately 8,650 residents, 70 commercial establishments, 2 elementary schools, Laramie County Community College, and the Holiday Inn. These services represent approximately

10,000 population equivalents serviced by the District, or 1.0 MGD for average daily flow (ADF), and 2.5 MGD for peak hourly flow (PHF). These flows will be experienced if no additional development within the District is allowed but all existing and approved lots are developed and fully occupied.

The actual current residential population in the Districts' service area is approximately 6,500 residents. However, additional development has already been approved. Vacant lots, dwellings, and trailer spaces can also be occupied to increase the population within the District. For this reason, the approved population in the District is considerably greater than the actual population.

5. Recommended Improvements that will be necessary to handle future development.

To prevent over loading in the collection lines for a future population of 15,000 residents, the following additions to the existing collection system will be necessary in the future:

- 2,632 ft. of 15" dia. pipe
- 5,410 ft. of 12" dia. pipe
- (includes 108 ft. of 12" dia. cast iron pipe on Hwy. 85 crossing)
- 1,645 ft. of 10" dia. pipe
- 2,250 ft. of 8" dia. pipe

The estimated 1985 cost for these future improvements is \$500,000.00, not including road repair, movement of existing utilities and appurtenances, traffic control, or geotechnical complications.

Future service population is based upon approximately 15,000 people and 120 commercial establishments. Total services in the area will represent 17,000 population equivalents, or 1.7 MGD for average daily flow and 4.25 MGD for peak hourly flow.

6. Providing the District with a method of recording future development and projecting overloads in order to provide the appropriate relief sewers as they are needed.

Four (4) tables were provided to enable the District to keep records of future development approvals and to decide when improvements to the existing system should be made. Updating these tables has the effect of tracing increases in flow from any area all the way to the sewage treatment plant.

TABLE 1 - Lists each area's existing and future population. As each area is developed, the existing approved population should be updated. If requests are made for development beyond the estimated future population, these requests should be studied to determine what influence these developments will have on the system.

TABLE 2 - Lists each manhole identified in the study, lists the existing and future flows into them, and the areas which contribute flow to that particular manhole. These records should also be updated in the same manner as Table 1 when any new development is approved.

TABLE 3 - Lists the sewer lines that need immediate relief, with their carrying capacities and their current loads.

TABLE 4 - Lists the sewer lines that will need relief in the future with their carrying capacity, existing flow, available increase, and contributory areas. This table should be updated for each new approved development.

These tables should be updated on the basis of the following chart:

POPULATION EQUIVALENT CONVERSION CHART (p.e.)

Residential Lot	2.64 p.e.
Trailer Space	3.00 p.e.
Commercial Development	13.00 p.e.
Apartment Building, per	
Single Family Dwelling	2.50 p.e.
Industry, Institution	*

* As determined by an estimate of water usage. Use average use in gallons per day ;divided by 100 for the number of population equivalents.

PART B. PRELIMINARY DRAINAGE EVALUATION

The South Cheyenne Water and Sewer District is divided into major sub-basins by U.S. Highway 85 in the north - south direction and College Drive in the east-west direction. Surface water run-off west of U.S. 85 is directed north along natural watercourses to an existing 42" R.C.P. culvert at the intersection of U.S. 85 and Artesian Road, and two 4' x 6' box culverts which transport water under U.S. 85 between Allison and Prosser Roads. Surface water south of College Drive and east of U.S. 85 is directed northeast to the Crow Creek. Surface water north of College Drive and east of U.S. 85 is directed eastward to Crow Creek.

One (1) map showing the entire District was provided, dividing the District into 112 drainage sub-basins.

A one-hundred year one hour duration storm water run-off estimate was determined for each of these sub-basins , based on the following Rational Formula:

$$Q = C I A C_f$$

Where:

Q = peak discharge (cfs)

C = run-off coefficient

I = rainfall intensity (in/hr)

A = drainage sub-basin area (acres)

C_f = correction factor for design storm

The run-off coefficient C , is determined using a weighted average of various surface characteristics.

Precipitation values associated with the 100 year one hour duration storm are applied to each drainage basin to calculate surface run-off. Rainfall data presented in this report was taken from data for the Cheyenne area . (NOAA, 1973). The intensity-duration-frequency for the Cheyenne area were taken from the Drainage Management Manual (draft), as was the correction factor, C_f .

The length of the longest watercourse and the elevation differences of the longest watercourse were used along with the velocity information to gives a preliminary estimate of the time of concentration.

The resulting Q in cfs, from the Rational Formula above, is the 100 year one hour duration storm water run-off estimate, or historical flow. Any new development in its corresponding drainage basin must be required to prevent run-off at a rate greater than this historical flow.

The existing drainage system in the District consists of property line swales, streets and gutters, storm sewers, roadside drainage ditches, and culverts designed to handle run-off from the initial storm.

Some developments never received full site planning and engineering analysis to adequately handle the drainage. There are certain areas built within the district which will not conform to drainage standards required by the City of Cheyenne and the County of Laramie.

The upgrading of these areas to conform to all policy, criteria, and standards in the Drainage Management Manual will be difficult, if not impractical to obtain short of complete redevelopment or renewal.

RECOMMENDATIONS

The Master Plan developed for storm drainage should be regularly reviewed and updated to reflect changes due to urbanization and changed channel conditions. Future development efforts should coordinate with the predetermined objectives of the Master Plan.

Before commencing design of any drainage facilities, comprehensive facts and data should be collected and examined for the particular site location. The upgrading effect of development on the rate of flow should address downstream effects in each sub-basin. All land development proposals should receive full site planning and engineering evaluation.

Good land planning should reflect even minimal thalwegs and natural watercourses to reduce development cost and minimize drainage problems.

Where drainage ways have been obliterated by development, these must be re-established. They are essential features of the major drainage system. Streets should not be used as floodways for initial storm run-off. The City and County officials should think in terms of natural drainage easements and street drainage patterns.

Finally, proper maintenance of all drainage facilities must be performed to keep drainage facilities operational.

MASTER UTILITY PLAN
AND PRELIMINARY DRAINAGE STUDY
FOR POTENTIAL URBAN GROWTH AREAS
EAST OF CHEYENNE

UTILITY IMPACT PLAN FOR NORTHEASTERN CHEYENNE, WYOMING

This report presents a utility impact plan for northeastern Cheyenne, Wyoming. This section of Cheyenne is anticipating rapid development as a result of the Peacekeeper missile system at F.E. Warren AFB. the utilities being addressed in this report are domestic water, sanitary sewer, and stormwater drainage. The existing utility systems were analyzed to determine the best methods of providing services for the northeastern section of Cheyenne. Population projections were derived based on current zoning and guidelines presented in the Cheyenne Area Development Plan. Recommendations were made for the size and location of future utility improvements to serve the projected development. A preliminary cost estimate was prepared for the study area, to provide a basis for financial planning of future utilities. The estimated costs for domestic water and sanitary sewer service are \$2,591,500 and \$1,901,700 respectively.

WATER DISTRIBUTION SYSTEM

The study area is located in the northeastern section of Cheyenne, Wyoming and is shown in Figure 1 (reference 1). The City of Cheyenne currently is serviced by the Round Top 10 mgd water treatment plant and 13 mg storage reservoir, the Sherard Plant (Happy Jack Plant) 20 mgd water treatment plant and 5 mg storage reservoir, and the Buffalo Ridge 5 mg storage tank. Raw water from the Crystal Reservoir is conveyed by gravity to both plants.

There currently exists 17 possible water system connection points for development occurring within the study area lying east of Cleveland Avenue and west of Whitney Road. There are 12 possible water system connection points for development occurring within the study area lying north of Dell Range Boulevard and west of North College Drive. For the study area between East Pershing Blvd. and U.S. Highway 30 near Ridge Road, there currently exists 12 possible water system connection points. In 1983, the peak day water demand for the Cheyenne Urban Area population of 58,954 was 33.5 mgd. The peak daily water demand per person was 568 gallons. Residential densities for the City of Cheyenne were used to predict populations for future growth areas within the City. Table 3 (reference 1) summarizes the residential densities as previously used for planning purposes. The average family size in Laramie County in 1980 was 2.51 persons.

The residential densities in Table 3 were used along with an average family size of 2.5 persons to determine projected populations within the study area. Current zoning of the study area was determined from the zoning maps. Future zoning of the study area was determined from the Cheyenne Area Development Plan. For the study area of approximately 1,339 acres, a population of 23,775 people may ultimately be expected when development is complete.

Peak day water demands for the study area must be added to the respective fire flows to properly determine the sizing of the proposed water distribution network to serve the area. Hardy Cross analysis was used to calculate line friction losses, water flow rates, and

velocity of the water in the distribution network. This is a mathematical model using a series of successive iterations performed by a computer. To increase the accuracy of the computer modeling process, water demands were distributed to each planned area in accordance to the development anticipated. A peak day water demand of 568 gpcd was used with the projected population to determine water demands throughout the study area. These water demands were then distributed to appropriate pipe junctions in the Hardy Cross analysis.

For the Hardy Cross analysis, two computer models were developed. Model 1 includes the area approximately bounded by the 6200 foot Ridge Line on the north, 12th Street on the south, Whitney Road on the east and Cleveland Avenue on the west. This area is shown in Figure 2 (reference 1). Model 2 includes the area approximately bounded by the 6200 foot Ridge Line on the north, Dell Range Blvd. on the south, North College Drive on the east, and Ridge Road on the west. This area is shown in Figure 3 (reference 1). The area bounded by East Pershing Blvd. on the north, U.S. Highway 30 on the south, North College Drive on the east, and Grove Drive on the west, shown in Figure 4 (reference 1), was not modeled due to the vast quantity of existing lines and available pressures of 106 psi. With a pressure of 106 psi, 8 inch water lines are adequate to serve the area.

An important element to be considered in the planning of a water system is its ability to provide fire flows. From a planning standpoint, it is necessary to establish design fire flows which can be used to size future water mains. They should be reasonable estimates of the flows that will be needed to conserve life and

property, taking into account existing fire codes and historical experience. Table 7 (reference 1) presents the design criteria for the estimated design fire flows in each area included in Table 3 (reference 1).

The models were developed from the current zoning maps showing dedicated streets, the Sun Valley Concept Master Plan, and water demands as outlined above, a minimum pressure of 40 psi in the service study area, fire flows as outlined above (with a minimum pressure residual of 20 psi at ground level at any point within the system), and a Hazen-Williams Coefficient C of 130 for new cement-lined ductile iron pipe. Computer results for Models 1 and 2 are included in Appendix A (reference 1). Source water pressures were furnished by Carroll Aamold, Assistant Director, Cheyenne Water and Sewer Departments. Figure 5 (reference 1) depicts the proposed distribution system for the study area.

A preliminary cost estimate was prepared for the study area. The prices are current 1985 construction costs. All quantities are preliminary in nature because no plans have been produced or approved. The preliminary costs do not include any costs associated with service connections or fire hydrants, because the number and location of each connection cannot be determined at this time. Preliminary quantity takeoffs for the proposed water distribution system are included in Appendix B (reference 1) and summarized in Table 9 (reference 1). The estimated cost for domestic water service is \$2,591,500.

We recommend the pipe sizes and locations as shown in Figure 5 (reference 1) for the various fire flows for the study area. We suggest blowoffs be installed at significant low-points and air release valves be installed at appropriate high points throughout the distribution system recommended. We recommend that homes or businesses that will be subject to water pressures greater than 105 psi install pressure reducing valves within their properties on the incoming water service line. This is necessitated by the rather significant differences in elevations within the study area and the corresponding wide range of static pressures. Within Figure 5, water mains are not shown on interior undeveloped onsite streets because the manner of their development is unknown at this time.

SANITARY SEWER SYSTEM

The study area is located in the northeastern section of Cheyenne and is shown in Figure 1 (reference 1). The City of Cheyenne currently is serviced by the Dry Creek Wastewater Treatment Plant, the Crow Creek Wastewater Treatment Plant, and the south Cheyenne Wastewater Treatment Plant.

The study area will be serviced by the Dry Creek and Crow Creek Wastewater Treatment Plants. The majority of the study area lies within the Dry Creek drainage basin. That portion of the study area approximately bounded by East Pershing blvd. on the north, U.S. Highway 30 on the south, North College Drive on the east, and Grove Drive on the west, lies within the Crow Creek drainage basin. The Dry Creek sewage outfall line currently lies within the study area lying east of Cleveland Avenue and west of Whitney Road. A few small sewage collection lines currently exist within the study areas.

Within previous sewer studies, a sewage flow of 100 gallons per capita per day (gpcd) was used for new developments. The Dry Creek and Crow Creek wastewater treatment plants are adequately sized to accommodate individual sewage flows of 112 gpcd for an approximate population of 76,000 people. The Dry Creek outfall line has been previously studied with a peak hourly factor of 3 and found to be adequate to handle all flows to the year 2005 from the Dry Creek drainage basin. If the population of Cheyenne should increase at an accelerated rate due to the Peacekeeper missile system at F.E. Warren AFB, the Dry Creek

outfall line should be checked for adequate capacity as the Cheyenne sewer population reaches 80,000 people. The Crow Creek drainage basin area is mostly developed, and no significant increases in flow are expected. Minimal increases of sewage flow to the Crow Creek system aren't expected to significantly affect the overall flow of the interceptor line. Residential densities for the City of Cheyenne are necessary to predict populations for future growth areas within the City. Table 3 (reference 1) summarizes the residential densities as previously used for planning purposes. The average family size in Laramie County in 1980 was 2.51 persons as previously noted.

The residential densities in Table 3 were used along with an average family size of 2.5 persons to determine projected populations within the study area. Current zoning of the study area was determined from the zoning maps. Future zoning of the study area was determined from the Cheyenne Area Development Plan. For the study area of approximately 1,339 acres, a population of 23,775 people may ultimately be expected when development is complete.

An average daily sewage flow of 100 gpcd was used with the project population to determine contributing sewage flows throughout the study area for residential use. For the commercial areas, an average daily sewage flow of 7,000 gal/(acre) (day) was used to determine the contributing sewage flows throughout the study area. Wastewater collection system preliminary design tables along with preliminary profiles were used to plan the proposed gravity sewage collection system. The design tables show sewage flows developed per line and

the hydraulic characteristics of each sewer line. The proposed sewage collection system for the study area is shown in Figure 9 (reference 1). All sewage collection lines within the Dry Creek basin were eventually connected to the Dry Creek sewer outfall line.

The peak daily sewage flows were calculated using peaking factors corresponding to the average daily flows. Peaking factors equivalent to $Q_{max}/Q_{ave} = 5/p^{0.167}$, where p equals the population in thousands, were used. With the peak daily flows, an infiltration/inflow allowance of 100 gallons per (day) (inch diameter) (mile of pipe) was added throughout the residential areas. For the commercial areas an infiltration inflow allowance of 500 gallons per (acre)(day) was added to the peak daily flows. Sewer sizes were determined based on existing ground elevation and a sufficient depth to permit basements to be connected. Manning's equation was used to design the sewer with a constant "n" coefficient of 0.013 for PVC pipe and a minimum velocity of two feet per second for a pipe flowing full. Each sewer line was designed with the maximum flow depth not exceeding 60% of the diameter of the pipe. Preliminary sewage design calculations are shown on Appendix C (reference 1). Preliminary proposed sewer line profiles are shown in Appendix D (reference 1).

The area bounded by East Pershing Blvd. on the north, U.S. Highway 30 on the south, North College Drive on the east, and Grove Drive on the west was not included in the sewage design calculations, because no information on the existing sewer lines within this area was available.

The contributing sewage flow from a population of 833 people for this area should not significantly affect the overall flow of the Crow Creek interceptor line.

Sewage design calculations are shown in Appendix C (reference 1) for the Dry Creek outfall sewer line with the contributing sewer flows from the study area only. No information was available on the contributing flows to the Dry Creek outfall line from the remaining areas within the Dry Creek basin.

A preliminary cost estimate was prepared for the study area. The prices are current 1985 construction costs. All quantities are preliminary in nature because no plans have been produced or approved. The preliminary costs do not include any costs associated with service connections, because the number and location of each connection cannot be determined at this time. Preliminary quantity takeoffs for the proposed sanitary sewer collection system are included in Appendix E (reference 1) and summarized in Table 11 (reference 1). The estimated cost for sanitary sewer service is \$1,901,000.

We recommend the pipe sizes, locations, and Dry Creek outfall connections as shown on Figure 9 (reference 1) for the study area. We recommend that the sewage collection system be a gravity collection evaluated for connection into an existing nearby collection system. This is necessitated by the rather significant differences in elevation within the study area. Within Figure 9, sewer lines are not shown on interior undeveloped onsite streets because the manner of their development is unknown at this time. If the population of

Cheyenne should increase at an accelerated rate due to the Peacekeeper missile system at F.E. Warren AFB, the Dry Creek outfall line should be checked for adequate capacity as the Cheyenne sewer population reaches 80,000 people.

PRELIMINARY DRAINAGE PLAN

The study area is located in the northeastern section of Cheyenne, Wyoming, and is shown in Figure 1 (reference 1). This area of Cheyenne is within the Dry Creek basin. There are few drainage facilities presently existing in the study area. Surface drainage of runoff to Dry Creek is the normal practice at this time. Culverts under streets are provided only at major crossing locations.

The lack of adequate drainage facilities is causing drainage problems at various locations in the study area. As development continues in this area the drainage problems will intensify. Basin boundaries in the study area are shown on Figure 10 (reference 1). Runoff rates from these basins with the existing land use conditions have been calculated using the Rational Method. A summary of the parameters used and the 5-year and 100-year runoff peaks are shown in Table 12 (reference 1).

The proposed drainage facilities are sized according to the future land use intended for the study area. The Cheyenne Area Development Plan was used as a guide to determine future land use. Runoff rates reflecting future land use conditions have been calculated using the Rational Method. A summary of the parameters used and the 5-year and 100-year runoff peaks are shown in Table 13 (reference 1).

The proposed drainage system consists of culvert crossings under streets and either open channels or storm sewer pipes between street

crossings. The culvert sizes at the various crossing locations are summarized in Table 14 (reference 1). The specific design of each culvert crossing should be checked to insure that hazardous conditions are not created by overtopping of the culvert. The size or design of conveyance facilities between the street crossings is not determined at this time because it is so highly dependent upon slope, alignment, and other factors which are not known at this time.

We recommend the discharges, culvert sizes, and locations shown in Tables 13, 14, and Figure 10 (reference 1) for use in the study area. Facilities between street crossings to convey runoff across developable property should be provided as a part of such development. Since Dry Creek is the outfall of drainage facilities in the study area, it is also recommended that the improvements outlined in the Dry Creek Drainageway Plan be constructed to provide the necessary channel capacity.

001678

EXECUTIVE SUMMARY

SOUTH CHEYENNE COMMUNITY PARK
SITE SELECTION STUDY AND MASTER PLAN

Prepared for:

GREATER CHEYENNE RECREATION COMMISSION
and
CHEYENNE-LARAMIE COUNTY
REGIONAL PLANNING OFFICE

Prepared by:

EDAW inc.
240 East Mountain Avenue
Fort Collins, CO 80524

March 29, 1985

Funding for this study was authorized by Section 801
of the Military Construction Authorization Act of 1981

The South Cheyenne Community Park Site Selection and Master Plan Study was prepared with the support and cooperation of many individuals. They include:

Greater Cheyenne Recreation Commission

Jo Zunke, Chairman
Rudy Apodaca
Robert Cantine
Carol Clark
Bob Dorn
Richard Escobedo
Dave Leonard
Bob Peck
Rande Pouppirt
Janet Schriener
LeRoy Sprague
Carl Wisroth

Industrial Siting Administration

Tom Collins

Cheyenne Parks and Recreation Department

Dave Romero
Jerry Logemann

Cheyenne-Laramie County Regional Planning Office

James T. Bonds

The purpose of the study was to identify an optimum site for a community park and athletic complex in South Cheyenne and, subsequently, to prepare a master plan for the development of the selected site. The study was prepared by EDAW inc., planning consultants, under the direction of the South Cheyenne Parks Study Committee, a committee made up of representatives from the Greater Cheyenne Recreation Commission, the Wyoming Industrial Siting Administration, the City of Cheyenne Parks and Recreation Department, and the Cheyenne-Laramie County Regional Planning Office. Funding for the study was authorized by Section 801 of the Military Construction Authorization Act of 1981, a grant agreement made between the Industrial Siting Administration - acting for the Wyoming-Nebraska Intergovernmental Executive Impact Council, and the United States of America - acting through the Department of the Defense.

Total parkland within the existing Cheyenne parks system is approximately 295 acres, and includes four community parks and eleven neighborhood parks, as well as several special use areas. However, almost all of this parkland is north of the Union Pacific railroad that runs east-west through Cheyenne. As stated in the Parks and Recreation Facilities Master Plan (1984), only five acres of parkland are located in South Cheyenne to serve a population of 12,643 (1980 census). This park acreage falls significantly short of the standard set by the Greater Cheyenne Recreation Commission. Based upon their standard of six acres of parkland per 1,000 people, the South Cheyenne area has a deficiency of 56 acres of parkland. A similar situation exists for athletic facilities. The majority of athletic facilities are located north of the Union Pacific railroad. An immediate need for six soft-ball fields, two baseball fields, and two tennis courts has been identified by the Parks and Recreation Department. An athletic facility of approximately 40 to 60 acres would be required for these activities. Therefore, the South Cheyenne area has a cumulative shortage of approximately 80 to 100 acres of parkland and athletic facilities.

The study described in this report included two major phases, the site selection phase and the master plan phase. During site selection, a site for the community park and athletic complex was identified through comparison of alternative sites. In the master planning phase, an optimum site plan for the selected park site was developed based upon design, function, and cost considerations. A phasing plan was also prepared to guide park development in a logical sequence, considering the limited availability of funds.

Three steps were involved in the site selection phase: (1) inventory and identification of potential sites, (2) evaluation of alternative sites, and (3) further analysis of primary alternative sites.

1. INVENTORY AND IDENTIFICATION OF POTENTIAL SITES

a. Methodology

The first task in this step was to define a site selection area. The site selection area was defined on the basis of community recreation needs and general land use patterns; it is generally defined by the Union Pacific Railroad on the north, I-25 on the west, the Intermountain Speedway on the south, and the Wyoming Hereford Ranch on the east. The boundaries were defined to include all potential sites that are within reasonable proximity to existing and future residential development within South Cheyenne.

After the site selection area was defined, data within the area was collected through contacts with agencies, field observation, and aerial photo interpretation.

Information was collected on existing and future land use, transportation (vehicle and bicycle), utilities, and police/fire service.

b. Results

Once the relevant data was collected and mapped, several potential siting areas were identified through the application of general siting criteria. These criteria provided that a potential site must be: (1) currently undeveloped, (2) at least 80 acres in size, (3) in a configuration which provides adequate usable area, and (4) served by an established public road.

The nine sites identified through this evaluation are shown in Figure 1.

2. EVALUATION OF ALTERNATIVE SITES

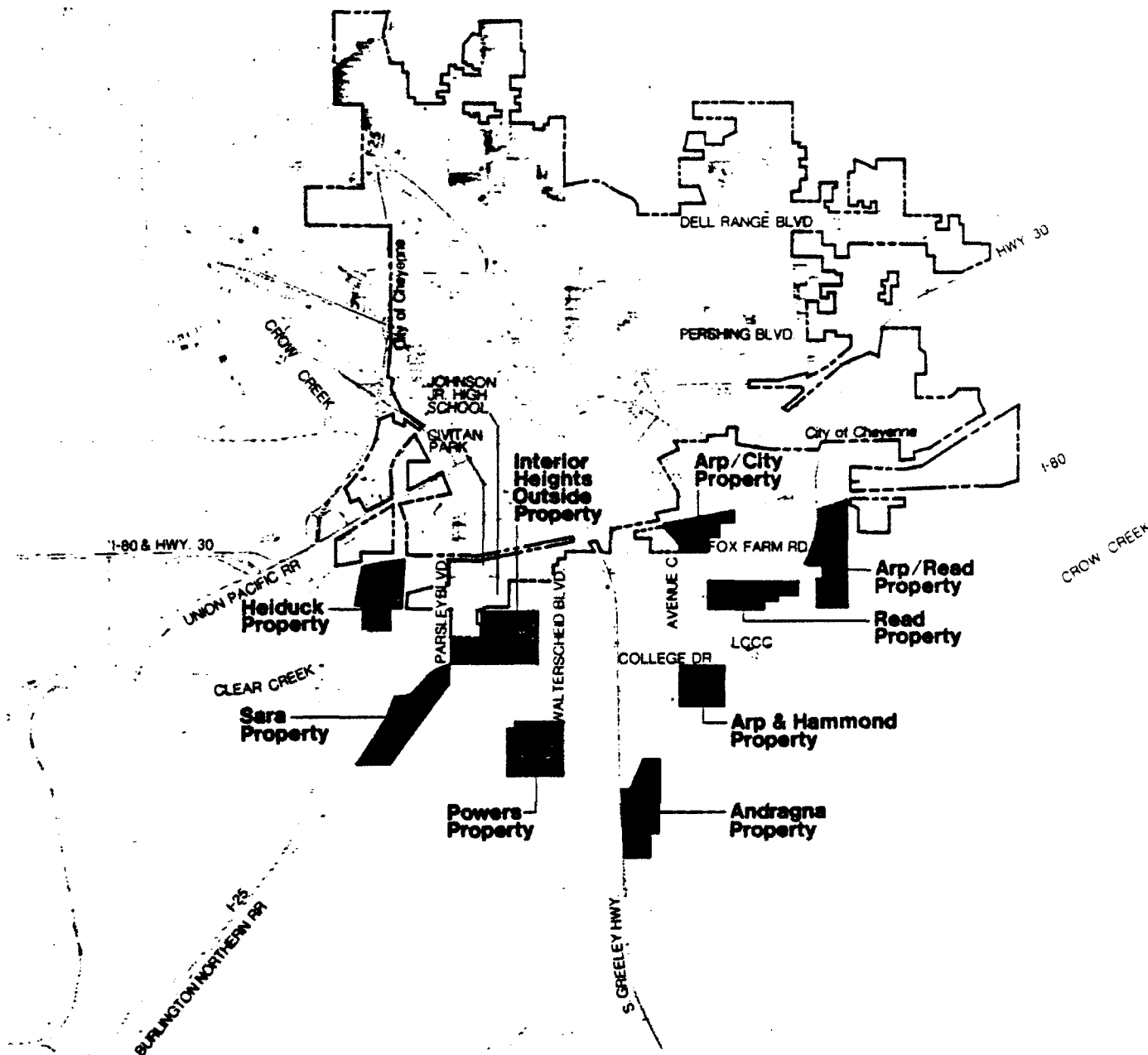
a. Methodology

The nine alternative sites were then evaluated for their compliance with a detailed set of evaluation criteria. These criteria are shown in Figure 2. The evaluation criteria were developed in cooperation with the South Cheyenne Parks Study Committee.

b. Results

The total scores of the nine alternative sites ranged from 99.5 to 69.5 points out of the overall possible 120. Scores for all nine sites are shown in Figure 2. Several different breaks were identified. Two sites, the Interior Heights Outside property and the Arp and Hammond property (near LCCC), received scores above 90. The next group of scores were those in the 80's; sites in this group were the Powers property, the Arp/City property, the Read property, and the Arp/Read property (at Crow Creek). The last group of scores were those in or near the 70's; these were the Heiduck property, the Sara property, and the Andragna property. A summary discussion of the scores for each site follows:

- o Site 1 (Heiduck property) had an overall score of 70, one of the lowest among the sites. A major drawback for the Heiduck site is its distance from much of the dense residential area in South Cheyenne.
- o Site 2 (Sara property) also had a lower score than most of the other sites (76). This site is also fairly distant from many of the dense residential neighborhoods in South Cheyenne.
- o Site 3 (Interior Heights Outside) had the highest score of all the sites (99.5). This site has an excellent location in relation to the existing residential areas -- it is convenient for many users; has good potential for all modes of access; and utilities are readily available.



Alternative Sites

Figure 1



Alternative Site Evaluation

SOUTH CHEYENNE COMMUNITY PARK

Figure 2

CRITERIA	ALTERNATIVE SITES	Possible Points	Heiduck Property	Sara Property	Interior Heights Outside Property	Powers Property	Andagna Property	Arp/City Property	Read Property	Arp & Hammond Property	Arp/Read Property
LAND USE											
Potential for joint use with school		10	8	10	8	5	10	0	8	10	10
Proximity to high density residential development		6	1	1	6	3	1	6	4	4	1
Potential to attract infill development		4	1	1	4	2	0	3	3	2	1
Subtotal		20	10	12	18	10	11	9	15	16	12
AMENITIES											
Visual quality		8	4	5	6	5	5	1	4	8	6
Topography		2	0	1	2	0	1	2	0	0	0
Vegetation		4	0	0	0	0	0	3	0	0	4
Surface water		4	2	0	0	2	1	0	0	0	4
Microclimate		2	0	0	1	0	0	2	0	0	1
Subtotal		20	6	6	9	7	7	8	4	8	15
ACCESS											
Vehicular access		10	8	10	10	2	7	10	8	10	10
Bicycle access		5	1	3	5	3	0	4	4	4	3
Pedestrian access		5	2	1	5	5	0	3	2	3	1
Subtotal		20	11	14	20	10	7	17	14	17	14
SITE DEVELOPMENT											
Potential landform constraints to site layout		3	3	1	1	3	3	2	3	3	2.5
Grading/drainage		8	8	8	8	8	8	6	4	8	6
Soil characteristics		3	2	2	2	2	2	2	2	2	2
Obstacles to development		4	0	3	2.5	1	2.5	2	3	3	2
Capability for expansion		2	2	1	2	2	2	0	2	2	2
Subtotal		20	15	15	15.5	16	17.5	12	14	18	14.5
UTILITIES											
Water/sewer		12	3	4	12	12	2	12	12	12	5
Electricity		8	8	8	8	8	8	8	8	8	8
Subtotal		20	11	12	20	20	10	20	20	20	13
LAND ACQUISITION											
Cost		15	12	12	12	12	12	15	12	12	12
Numbers of owners		5	5	5	5	5	5	5	2	5	3.5
Subtotal		20	17	17	17	17	17	20	14	17	15.5
Grand Total		60	70	70	60.5	60	60.5	65	61	66	64

- o Site 4 (Powers property) had a low to mid-range score of 80. One of the principal problems for this site is its lack of adequate existing vehicular access.
- o Site 5 (Andragna property) had the lowest score (69.5). This site is located to the south of the existing South Cheyenne development, thus is distant from residential areas (Arp/City property) and has limited bicycle and pedestrian access.
- o Site 6 (Arp/City property) had a high to mid-range score of 86. The major problems with this site are the lack of potential for joint use with a school due to limited area, and the poor visual quality of the area. In addition, some concerns were expressed about the possible presence of toxic wastes on the site.
- o Site 7 (Read property) had an average score (81); no specific problems were identified nor were any exceptional qualities noted.
- o Site 8 (Arp and Hammond), near the LCCC, had the second highest score of 96. The site does well in many of the criteria, including land use, access, site development, and utility considerations.
- o Site 9 (Arp/Read property at Crow Creek) had a high to mid-range score of 84. This site has an exceptional amenity — the Crow Creek drainage with well-developed trees and riparian vegetation.

Through a review with the South Cheyenne Parks Study Committee, three sites were chosen as primary alternative sites. The sites with the two highest overall scores were selected — Site 3, the Interior Heights Outside property; and Site 8, the Arp and Hammond property (near LCCC). The third site selected was Site 9, the Arp/Read property (at Crow Creek). This site scored slightly lower than Site 6, the Arp/City property; however, concerns about potential toxic wastes at the Arp/City property eliminated it from further consideration.

c. Further Analysis of Primary Alternative Sites

The three primary alternative sites were studied further through the preparation of conceptual master plans and preliminary cost estimates. From this analysis, a preferred site was selected.

The preliminary cost estimates showed Alternative Site 3, the Interior Heights Outside property, to be the most expensive; land acquisition costs would be approximately \$567,000 and estimated development costs would be \$4,646,615, giving a rounded total of \$5,213,615. For Alternative Site 8, the Arp and Hammond property, land acquisition is estimated at \$427,000, and park development at \$4,411,573. The total estimated cost for this site, therefore, is \$4,838,573. Alternative Site 9, the Arp/Read property, would cost approximately \$420,300 for land acquisition, and \$4,542,700 for park development, for a total of \$4,963,000. Preliminary cost estimates were developed using standard factors for park facilities, site development, and an estimated land value which was provided by a local real estate appraiser.

A review of the conceptual plans and costs for each site was made with the study committee. From this review, Site 3, the Interior Heights Outside property, was selected as the preferred site for the community park. Proximity to residential areas was one of the primary reasons for its selection. Other factors which supported the selection of Site 3 include the site's ability to promote infill development and the ready availability of utilities to provide necessary services.

3. DESCRIPTION OF THE PLAN

a. Physical Elements of the Plan

The master plan was developed to respond to community recreation needs, while recognizing the constraints and opportunities presented by the site. Figure 3 illustrates the master plan, showing proposed facilities and use zones. Compatible activities were located together, and activities which could have use conflicts were separated by either distance or landform.

Primary features of the plan include two formal baseball fields; two formal softball fields; an area for field sports, including soccer; and several developed picnic areas. Additional facilities include outdoor basketball and volleyball courts, and a trail system.

A secondary entrance is located east of the main entrance and aligned with Park Avenue. This entrance provides access to a group picnic area and the park maintenance building. The group picnic area is situated where the existing residence is presently located. It is envisioned that this area would serve as a major picnic and gathering place. Large groups would be able to reserve the picnic shelter for such functions as office parties. The City's present children's/young adult recreation program could also be operated from this location.

Facilities in association with the group picnic area include a parking area with 125 spaces, a playground for school age children, a tot lot for preschool age children, a restroom, area for horseshoes, and an open play area. The open play area is large enough to serve as a practice field for baseball, softball, soccer, or football.

A hiking and biking trail system has been developed throughout the park which has the potential to link with future trails to the north, east, or west. The main trail through the park forms a 2.0 mile loop; this trail would be well suited for use as a fitness trail by locating exercise equipment along a portion of its length. The trail could also be used for cross-country training by the Johnson Junior High or other track teams.

b. Landscape and Irrigation Concept

The landscape concept for the park is designed to achieve efficient water usage. Four landscape zones have been defined, each with differing water requirements. A natural area is located along the park boundaries on the north and east. The natural area includes the park's steeper slopes, and will retain the native vegetation with an over seeding of native grasses and wildflowers. This area will not receive any irrigation.

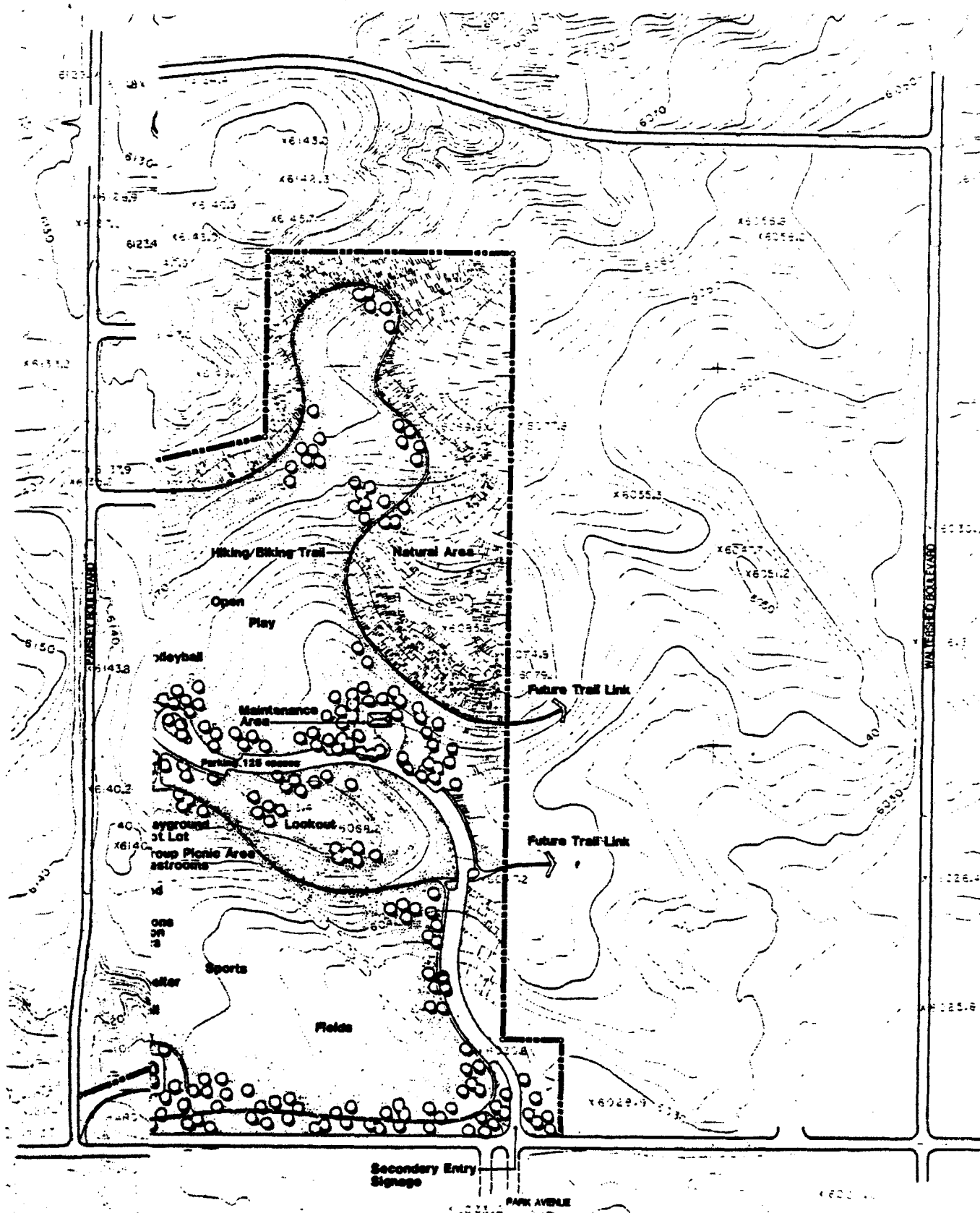
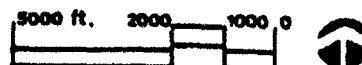


Figure 3
Master Plan

SOUTH CHEYENNE COMMUNITY PARK
EDAW inc.



The trail system separates the natural area from the drought-tolerant lawn area that covers the majority of the site. This landscape zone will be irrigated, but will require less water than standard bluegrass lawns through the use of a mixture of bluegrass with more drought-tolerant species. The sports field area and baseball/softball fields will have a standard bluegrass lawn.

The most intensive landscape treatment is proposed for the core area adjacent to the baseball/softball fields. Special planting areas will be used to accentuate the importance of the area. While this area will require extra maintenance and irrigation, it is justified due to the number of people who will use the area.

The trees and shrubs used in the park will be selected from native species which will survive under harsh conditions. These plants will be irrigated through a drip or trickle irrigation system.

c. Implementation

The full development of South Cheyenne Park is an ambitious undertaking for the City; however, several studies have shown that the South Cheyenne area has a significant lack of parkland. This 129.2-acre park would bring the South Cheyenne area within an acceptable range of the established City standards.

The development costs for the park have been divided into land acquisition, engineering, athletic facilities, site furnishings, structures, landscape, and irrigation. The cost for the development of the park totals \$4,364,300.

In order for the park to become a reality, the City will have to identify a variety of funding sources and phase the development according to type and amount of funding secured. Several opportunities exist for funding. User fees have become increasingly important to parks and recreation departments. Once the athletic facilities are constructed, revenues could be generated by assessing user fees for organized sports play.

Although not a funding source in the true sense of the concept, the sharing of recreation facilities by cooperating governmental agencies can save a significant amount of money. Advantages of such arrangements include:

- o School athletic facilities can be used by school physical education classes during school hours and by the city recreation department after school hours and weekends.
- o If a school and park are adjacent to each other, the school can use the park facilities for their physical education classes and not have to duplicate facilities.
- o Shared utility costs would reduce development costs.
- o Shared maintenance operations would reduce the cost for maintenance equipment and labor force.

It is recommended that the City's Parks and Recreation Department continue discussions with School District 1 representatives on shared facilities and planning of future facilities. Items to be discussed include:

- o Liability
- o Priority of use
- o Vandalism
- o Maintenance requirements based on number of organized user activities

The facilities that most easily lend themselves to such an agreement are the sports fields, baseball and softball fields, parking lots, and cross-country trail system.

APPENDIX D

Executive Summary of the Facility Needs and Collocation
Analysis of Selected Human Service Agencies.

Executive Summary of the Site Selection and Feasibility
Study for the Cheyenne-Laramie County Health Unit.

Executive Summary of the Human Resources Marketing Study.

Executive Summary of the Cheyenne Community Needs Assessment
for The City of Cheyenne, Laramie County, and United
Way of Laramie County.

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RECEIVED

EXECUTIVE SUMMARIES

FACILITY NEEDS AND
COLLOCATION ANALYSIS
FOR SELECTED
HUMAN SERVICE AGENCIES

AND

SITE SELECTION AND
FEASIBILITY STUDY
FOR THE
CHEYENNE- LARAMIE
COUNTY HEALTH UNIT

CHEYENNE-LARAMIE COUNTY REGIONAL PLANNING OFFICE

Cheyenne-Laramie County



Regional
Planning
Office

To The Users Of The Executive Summaries:

The following summaries were provided by the Peacekeeper Planning Assistance Office and the Cheyenne-Laramie County Regional Planning Office to give an overview of the Facility Needs and Collocation Analysis for Selected Human Service Agencies and the Site Selection and Feasibility Study for the Cheyenne-Laramie County Health Unit. Due to the length and detail of the two studies, it was thought that the summaries would be most useful.

Each of the Agencies selected for the studies has received copies of the information pertaining to the Agency.

The summaries have been reviewed and approved by Kemper Architects, P.C.

We hope you find the information useful.

Sincerely,

Beverly K. Gorny
Planner
Peacekeeper Planning Assistance Office

HUMAN SERVICES TASK FORCE

January 22, 1985

To the Users of the Facility Needs and Collocation Analysis:

The Human Services Task Force has reviewed the Facility Needs and Collocation Analysis for Selected Human Service Agencies and has accepted its findings. The Task Force feels strongly that the concept of collocation of human service agencies, as addressed in this report, should be avidly pursued. The Task Force wishes to make the following recommendations, formulated for the continued consideration of collocation.


It appears at this time that collocation of human service agencies within the old Johnson Junior High building is not economically feasible. However, the creation of a human services center in Laramie County should be a long-range goal of human services planning.

In order that this end ultimately be achieved, the Task Force recommends that local funding entities adopt allocation policies which address collocation for appropriate human services. To be effective, the implementation of new policies in this often controversial area will require cooperation among the local funding agencies.

A possible criterion for receiving funding might be an agency's ability to demonstrate that it has investigated the feasibility of sharing resources with at least one other agency. Shared resources include support staff and equipment, as well as physical space. This criterion would apply to existing agencies, new agencies and agencies that wish to relocate to a new or different facility. The Task Force supports the idea of a central location for any future human service facilities. Agencies are expected to be creative in their investigation of collocation possibilities. Candidates for collocation might include those agencies with dissimilar but non-conflicting clientele and similar facility needs, in addition to those agencies serving similar or related clients and needs. Any agency developing long-range plans should be encouraged to include the consideration of collocation in those plans.

The concept of collocation should not be limited to the specific agencies contained within this report. However, the Task Force recognizes that it is not possible for all human service agencies to share physical space. Certain agencies, because of their residential nature, do not lend themselves to collocation. A gradual move toward collocation, however, will reduce the number of different sites so that the desired goals of client convenience and effective management of limited resources can be achieved.

Sincerely,


Jane L. Dorn, Chairman
Human Services Task Force

FACILITY NEEDS AND COLLOCATION ANALYSIS FOR SELECTED HUMAN SERVICE AGENCIES,
December 7, 1984

Prepared for the: CHEYENNE-LARAMIE COUNTY REGIONAL PLANNING OFFICE

By: KEMPER ARCHITECTS, P.C.

Funded by: Peacekeeper Impact Planning funds authorized under Section 801 of the Military Construction Authorization Act, 1981, from the Department of the Air Force. Funds were administered by the Wyoming Office of Industrial Siting Administration.

The Facility Needs Analysis and Collocation Analysis are two separate studies, both covering Human Service Agencies. The first study discusses, in depth, the facility needs of selected human service agencies with and without Peacekeeper impact. The second study incorporates some of the agencies from the first study, the agencies from the first study, combined with other human service agencies selected based on their relationships to each other and the potential benefits that could be derived by being located in close proximity to each other. The two studies are published under one cover due to the similarities in the subject matter.

METHODOLOGY: Information for both studies was gathered through questionnaires, interviews and facility tours. The data was then correlated to space planning standards to establish space requirements for 1987 and 1990 with and without Peacekeeper impact, and 1992. For the Facility Needs Analysis, alternatives were defined to accomodate current and long range space needs, considering new construction, leasing, reuse and expansion of existing facilities. Recommendations were made without consideration of collocation, in most cases. For the Collocation Analysis, relationships among the candidates were analyzed, and alternatives were defined to meet collocation objectives and maintain relationships. In both studies, costs were applied to the alternatives based on a square foot project cost. The studies will be summarized as 1) Facility Needs Analysis for Selected Human Service Agencies and 2) Collocation Analysis for Selected Human Service Agencies.

FACILITY NEEDS ANALYSIS (BY AGENCY)

Note: It was determined that Peacekeeper impact on the various agencies would be insignificant if "normal" requirements are met.

Agencies selected by the Human Services Task Force were:

- Alcohol Programs
 - Alcohol Traffic Safety Program
 - Project Hope
 - Alcohol Receiving Center
 - Cheyenne Halfway House
- Cheyenne-Laramie County Health Unit
- Environmental Health and Animal Control
- Attention Home
- Division of Public Assistance and Social Services
- Grandma's Safehouse
- Emergency Medical Services
- Wyoming Food Clearinghouse, Inc. (storage only)

- Salvation Army (storage only)
- Comea Shelter

Copies of the complete agency analysis were provided to each agency to assist them in their long range planning.

ALCOHOL TRAFFIC SAFETY PROGRAM is a group counseling program for prevention, education and referrals of individuals convicted of driving while under the influence. The program is funded by the State and fees for service. The program is located at 1111 E. Lincolnway, and is considered a good location. The facility is under a 2 year lease. The present facility basically satisfies their needs.

Alternatives: Since Project Hope is located with this agency, the alternatives may affect their operations.

- 1) Stay at the present location, dependent on Project Hope staying at this site.
- 2) Collocate at another site with the other three alcohol programs.

Recommendation: Collocate at another site, where they have the potential of reducing operating costs through shared resources.

Estimated Cost: \$20,000.00

PROJECT HOPE is an alcohol counseling program for youth, alcoholics and families of alcoholics and family intervention for alcoholism. The program is funded by the State and fees for service. The program is located at 1111 E. Lincolnway, and is considered a good location. The facility is under a 2 year lease. Staff is at capacity with the caseload and additional support spaces are needed.

Alternatives: Since the Alcohol Traffic Safety Program is located with this agency, the alternatives may affect their operations.

- 1) Stay at the present location, utilizing the conference room as office space. Conference space should be obtained at another location.
- 2) Lease larger spaces, at this location or another.
- 3) Collocate at another site with the other three alcohol programs.

Recommendation: Collocate at another site, where they have the potential of reducing operating costs through shared resources.

Estimated Cost: \$150,400.00

ALCOHOL RECEIVING CENTER provides detoxification from alcohol through a 24 hour per day non medical facility. Program is funded by the City, County and State. The program is located at 1623 E. Lincolnway, and is considered a good location. The facility is a former motel that has received make-do improvements. The facility is at capacity and is presently short of detox rooms and associated spaces.

Alternatives: Since the Cheyenne Halfway House is located with this agency, the alternatives may affect their operations.

- 1) Lease approximately 3,000 square feet of space with adequate parking.
- 2) Collocate with the other three alcohol programs, possibly in the property on the south half of the block at their present location.

3) Include this agency in the proposed criminal justice center.

Recommendation: Collocate with the other three alcohol programs, where they have the potential of reducing operating costs through shared resources.

Estimated Cost: \$137,500.00

CHEYENNE HALFWAY HOUSE provides a 24 hour residential treatment center for persone with alcohol problems and alcoholism. Program is funded by the State and a contract from the Veterans Administration Center and Federal Bureau of Prisons. The program is located at 1623 E. Lincolnway, and is considered a good location. They own the facility, which is a former motel that has received make-do improvements. The buildings are overcrowded, and the condition and quality of the facility is deficient.

Alternatives: Since the Alcohol Receiving Center is located with this agency, the alternatives may affect their operations.

- 1) Sell the existing facility and use the proceeds to lease/purchase/construct space of approximately 9,300 square feet with adequate parking.
- 2) Relocate the Alcohol Receiving Center, and remodel the area for their own use.
- 3) Expand the facilities by constructing between the two buildings, eliminating two parking spaces. To expand this further, incorporate alternative 2 with this alternative.

Recommendation: Alternative 1 is the most appropriate, even though front-end costs could be extensive.

Estimated Cost: \$428,300.00

CHEYENNE-LARAMIE COUNTY HEALTH UNIT provides general nursing services for public health programs, family planning, prenatal, child health care, home nursing service, and women, infants and children food program. Funded by City, County, State, Federal funds and fees for service. The unit is located at 315 W. 20th Street in a county owned building. Facility is completely overcrowded, creating adverse working conditions for staff, and inconvenience for clients.

Alternatives: Environmental Health and Animal Control should be located in the same building.

- 1) Purchase or construct a facility to house both the Health Unit and Environmental Health.
- 2) Lease space on a short term basis, without Environmental Health, if necessary.
- 3) Utilize current facility by further splitting functions.

Recommendation: Purchase or construct a facility, in consideration of the best long term benefits. This also offers the potential for reducing operating costs through shared resources.

Estimated Cost: \$693,000.00

ENVIRONMENTAL HEALTH handles surveillance and control of food, water, sewerage, swimming pools, public health, animal control, etc. Funded by the City, County and State. Located at 1710 Snyder in a city owned building

that is a remodeled garage/warehouse. The area arrangements are haphazard, storage is lacking, and lab facilities and plan review area are inadequate.

Alternatives: Cheyenne-Laramie County Health Unit should be located in same building.

- 1) Remain at present location and remodel the area.
- 2) Purchase or construct a facility to house both Environmental Health and the Health Unit.
- 3) Lease space with more functional layout.

Recommendation: Purchase/construct facility to house Environmental Health and Health Unit. This will bring the two agencies together as they should be, and realize the savings of shared resources.

Estimated Cost: \$186,700.00

ATTENTION HOME provides temporary shelter and food for youths (11 -19) requiring out-of-home placement. Is a non-profit organization receiving funds from State, Federal, City, County, United Way, service clubs and churches. They own the facility which is located at 1810 Van Lennen in an appropriate residential environment. Current and projected space and staff requirements indicate a second facility of approximately 5,400 square feet could be fully utilized today.

Alternatives:

- 1) Purchase/rent/lease option/construct a second facility of approximately 5,400 square feet. Original facility should be kept, but eventually it should be sold and something of adequate size should be purchased.
- 2) Sell the existing facility and split the proceeds to purchase two facilities with adequate space.
- 3) Make do with the existing facility and continue working to expand programs with other agencies to provide other means of temporary youth housing.

Recommendation: Alternative 1 is the best solution because it spreads out the capital costs and provides for the ultimate satisfaction of all space requirements.

Estimated Cost: \$259,000.00

DIVISION OF PUBLIC ASSISTANCE AND SOCIAL SERVICES provides assistance through the administration of ten Public Assistance and 16 Social Service state and federal programs. Located at 700 W. 21st Street under a lease-purchase agreement. The office space is generally adequate but some support service areas are needed. Even without Peacekeeper impact, the facility will require additional space.

Alternatives:

- 1) Lease/purchase/construct office space with expansion capabilities and adequate parking.
- 2) Expand the existing facility by 5,000 square feet, and secure, through purchase or lease, additional parking.
- 3) Reduce overall space requirements by securing the lobby and public area from work areas, and designing the work area in an "open office" plan.

Recommendation: Expanding the facility has a heavy front end capital investment but has many long range benefits including good location and future growth expansion. Therefore, Alternative 2 is the best solution.

Estimated Cost: \$306,450.00

GRANDMA'S SAFEHOUSE provides temporary residential shelter for battered women and their children with a comprehensive set of support services. It is funded privately, and is non-profit. The address is confidential, located in a residential area, and is considered good. The building is experiencing a shortage of approximately 2,600 square feet. The facility will reach capacity in 1987 with Peacekeeper impact and 1990 without impact. The building has numerous repair problems.

Alternatives:

- 1) Sell existing facility and purchase/construct a new facility that comes closer to needs for space with fewer maintenance problems and has larger capacity. In 1990 with impact and 1992 without, a second facility will be needed.
- 2) Construct a 1,000 square foot addition to the rear of the existing facility, and purchase/construct a second facility in 1992 that will accommodate 18-20 women/children per night.
- 3) Either provide a 1,000 square foot addition or sell the facility and purchase a larger facility of 18-20 person capacity. Establish a network of private housing sources.

Recommendation: Alternative 2 causes less disruption to service and has a comparatively lower long range cost.

Estimated Cost: \$55,100.00

EMERGENCY MEDICAL SERVICES provides 24 hour emergency transportation to local hospitals and enroute life support. Funded by City/County and fee collection. Located at 3811 Evans in a leased, converted airplane hangar. The location is considered good but the facility is owned by the Cheyenne Airport Board and is scheduled for demolition between 1985 and 1990. The lease ends in 1985 and will be negotiated annually until the building is razed.

Alternatives:

- 1) Work with the Airport Board to lease other Airport owned buildings to maintain the good location. Alternate leasable space in the same vicinity should also be considered.
- 2) Locate a new site and construct a new facility to meet future needs.
- 3) Lease/purchase an abandoned Fire Station, or adaptation of a gas station. Both will provide the necessary garage and repair space requirements.

Recommendation: Alternative 1 will address the short range goals, but Alternatives 2 and 3 will address the longer range goals. The best solution is to purchase a suitable facility, adding investment aspects to the functional aspects.

Estimated Cost: \$44,800.00

COMEA SHELTER provides emergency shelter for transient and indigent singles and couples without children. Is funded by the City, County, United Way and donations. They are located at 800-804 W. 16th Street in a rented facility. Size of present facility is adequate and no one has been turned away. However, various storage areas are needed and Peacekeeper deployment will affect the facility.

Alternatives:

- 1) Stay at the present location and expand into the quanset hut attached to the north side of the building.
- 2) Lease a building with more space.
- 3) The Salvation Army has indicated they may provide short term dormitory accomodations. Both agencies could collocate.

Recommendation: Alternative 3 is the best long-range solution because of the potential cost savings through shared resources. An interim solution is to lease a second facility to handle the overflow.

Estimated Cost: \$185,800.00 (not including Salvation Army's cost)

WYOMING FOOD CLEARINGHOUSE, INC. is a private, non-profit corporation that collects salvaged and donated food, then distributes to needy people through member agencies. It is funded by dues from member agencies and fees for service. Located at 1401 E. Lincolnway. The location is poor as it is on the second floor, has no cold storage, and should be closer to the railroad. The floor space is totally inadequate and access is not convenient.

Alternatives:

- 1) Lease or purchase a new facility in an industrial area.

Recommendation: This is the only alternative for this facility. The only question is whether to lease or purchase a new facility.

Estimated Cost: \$125,300.00

SALVATION ARMY provides daily feeding program, emergency shelter for families, travel assistance, counseling, disaster relief, and miscellaneous adult and youth programs. Is a private non-profit, United Way agency. The Salvation Army was to be included in the Facility Needs Analysis to investigate storage needs only. During the interview process, it was determined storage was not an issue and, therefore, the Salvation Army was dropped from the study.

COLLOCATION ANALYSIS FOR SELECTED HUMAN SERVICES AGENCIES

The objectives of collocating agencies are:

- to provide convenience to clientele
- to reduce costs and overhead by sharing space and equipment
- to avoid duplication of services
- to increase efficiency by providing the capability to obtain appropriate equipment and functional working areas
- to create a pleasant working environment and comraderie among Human Service employees

Note: It was determined that Peacekeeper impact on the various agencies would be insignificant if "normal" requirements are met.

Collocation candidates are:

- Alcohol Traffic Safety Program
- Project Hope
- Alcohol Receiving Center
- Cheyenne Halfway House
- Cheyenne-Laramie County Health Unit
- Environmental Health and Animal Control
- Division of Public Assistance and Social Services
- Community Center on Domestic Violence
- Wyoming Food Clearinghouse, Inc.
- Pathfinder
- United Way
- Christian Counseling Service
- Community Action
- Legal Services of Southeastern Wyoming
- Interagency Board, Inc.
- Needs, Inc.
- Helpline
- Volunteer Information Center
- One-to-One Tutoring

The space needs assessment in this section will only discuss Pathfinder, United Way, Christian Counseling Service, Community Action, Legal Services of Southeastern Wyoming, and Interagency Board, Inc. so as not to duplicate the information in Section 1. Collocation may be conceivable for other human service providers not included in either study.

AGENCY NEEDS ASSESSMENT (BY AGENCY)

COMMUNITY CENTER ON DOMESTIC VIOLENCE provides community prevention and education programs relative to family violence, walk in service for battered women and children. Is funded privately, through United Way and the State Division of Community Programs. Located at 3151 Nationway in a leased facility and is considered a poor location. They need to be in a more visible location, possibly closer to Grandma's Safehouse. Physical space is adequate but needs humanizing and more privacy.

PATHFINDER provides counseling, medical services, methadone treatment, biofeedback therapy and school presentations on drug abuse. Funded by state, federal, and fees for methadone treatment. Located at 803 W. 21st Street in a rented building. The location is considered good but the room arrangements are erratic, ventilation is poor, roof leaks, and the heating system needs improvement.

UNITED WAY is strictly a fund raising organization for member service agencies, and is funded by donations. Located at 1503 Capitol Avenue (Majestic Building) in rented office space. It is considered a good location. The facility is basically adequate although it does not have its own parking area and visitors must use metered street parking.

CHRISTIAN COUNSELING SERVICE provides counseling designed to complement other area counseling services by adding the perspective of scripture and prayer. Funded as a private, non-profit organization and on sliding scale fees, based on ability to pay. Located at 108 E. 18th Street in the lower level of Allison Hall, in donated space. The facility is not large enough, is not easily accessible or visible, and is not appropriate for confidential counseling.

COMMUNITY ACTION provides assistance to low-income and elderly persons in the areas of employment, training, utilization of income, etc. Funded by federal and county funds. Located at 1603 Central Avenue (Bell Building) under a lease. The location is not considered appropriate as it is not visible or located in the right area of the city. The space is adequate but the building is in need of mechanical and electrical maintenance and roof repair.

LEGAL SERVICES OF SOUTHEASTERN WYOMING provides civil legal assistance and advice to eligible low income persons in Albany, Carbon, Goshen, Laramie, Niobrara and Platte Counties. It is private, non-profit, federally funded. Located at 1604 Capitol (Hynds Building), renting month to month. It is considered a good location. The facility provides adequate space but has poor electrical, heating, cooling and lighting systems. Additional space isn't always readily available for expansion and if rent increases, the agency may have to relocate.

INTERAGENCY BOARD, INC. provides administration and coordination to four non-profit organizations. These are Needs, Inc., Helpline, One-to-One Tutoring, and Volunteer Information Center.

NEEDS, INC., provides emergency food, clothing, bedding, household items, transportation and emergency funds for rent, utilities, living expenses, baby formula and gasoline, for community residents.

HELPLINE provides anonymous emergency telephone crisis center for information, referral and crisis counseling.

ONE-TO-ONE TUTORING provides tutoring for elementary through high school students to improve academic deficiencies.

VOLUNTEER INFORMATION/VOLUNTEER ACTION CENTER conducts volunteer recruitment workshops, promotes volunteerism and serves as a clearinghouse and referral agency for volunteers.

The agencies are funded through United Way and are non-profit. They are located at 406 E. 17th Street in an converted residence. They own the facility and all four agencies operate from this location. The residential atmosphere is a plus but space shortages include a lack of clothing storage and sorting area, food storage, counter space, volunteer work area, bulk storage and work tables. A portion of the facility is currently rented as an apartment and could provide room for expansion.

RELATIONSHIPS

In assessing the relationships held among the collocation candidates, three primary aspects were analyzed:

- frequency and purpose of interaction
- potential to benefit from sharing resources
- achievement of collocation objectives

The only significant relationship among the candidates appears to be between the Alcohol Programs. They tend to serve the same clientele, and there is some crossover of the employees between the programs.

Interaction between United Way and member agencies such as the Interagency Board, Inc. and The Community Center on Domestic Violence is primarily for funding purposes. There is not a critical day to day relationship, other than for the convenience of the administrators.

There are several significantly stronger relationships held by some of the individual agencies outside of the collocation candidates included in this study.

COLLOCATION ALTERNATIVES

Two alternatives were derived, taking into consideration the potential to benefit from sharing resources and the interaction of the agencies. The alternatives are not presented in any priority order. The alternatives offered are without Peacekeeper impact, as impact was generally deemed insignificant if "normal" requirements are met. It should also be noted that the square foot reduction benefit from collocation could be increased and individual agency square footage requirements further reduced.

ALTERNATIVE 1

- A. Locate all alcohol programs (Cheyenne Halfway House, Project Hope, Alcohol Receiving Center, and Alcohol Traffic Safety Program) and Pathfinder in one facility.
- B. Locate Cheyenne-Laramie County Health Unit and Environmental Health and Animal Control in one facility.
- C. Locate Wyoming Food Clearinghouse in leased or purchased space.
- D. Division of Public Assistance and Social Services should remain and expand their existing facility.
- E. Locate United Way, Christian Counseling, Community Action, Legal Services and the Community Center on Domestic Violence in purchased or leased space.
- F. Locate Interagency Board, Inc. agencies in another facility of adequate size.

ALTERNATIVE 2

- A. Locate all collocation candidates in a "Human Service Center" with the exception of the Division of Public Assistance and Social Services and the Wyoming Food Clearinghouse. Under this alternative, a "council" or "board" should be organized to guide efficient operation. It should be noted that the inclusion of the Cheyenne Halfway House and Alcohol Receiving Center is dependent on the facility location and its conduciveness to residential

functions. If it is not conducive, they should not be included in the center but located together in a separate facility.

B. Same as item C, Alternative 1

C. Same as item D, Alternative 1

After a review of agency function, interaction, and potential to benefit from shared resources, other areas were identified and recommended.

-Agencies providing counseling services could coordinate and consolidate to avoid duplication.

-A central Human Service referral and information center should be established.

-Expand Helpline to become a central crisis line working with agencies as Christian Counseling and Grandma's Safehouse.

-Provide a combined or central dead storage area which can be subdivided and secured for each agency.

LEASING SYNOPSIS

A scan of available lease spaces in the desired locations reveals that there is very little space that can totally satisfy the needs of the collocated agencies. Aside from not having enough area, very few lease spaces can provide the required parking, and extensive modifications would be required in all cases to make lease space workable.

COST

Costs do not include cost of land or architectural and engineering fees.

Alternative 1

- A. Construct a new 15,800 square foot building: \$740,900
- B. Construct a new 16,100 square foot building: \$1,038,700
- C. Construct a new 4,800 square foot warehouse: \$125,300
- D. Construct a 5,000 square foot addition: \$305,400
- E. Construct a new 10,300 square foot building: \$536,100
- F. Construct a new 7,300 square foot building: \$381,100

Total for Alternative 1:

59,300 square feet costing \$3,128,500

Alternative 2

A. Human Service Center. Remodel old Johnson Junior High, 70,000 square feet. Not reflected in the costs and square footage is the auditorium and gym which could be used for other community activities. Factors that will influence the remodeling costs include a detailed analysis of the mechanical and electrical systems, installation of elevators, and an evaluation of the windows and building insulation for energy conservation. Cost: \$2,877,000.

B. Same as Item C, Alternative 1

C. Same as Item D, Alternative 1

Total for Alternative 2

79,800 square feet for \$3,308,700

Alternative 2 cost is based upon remodeling old Johnson Junior High. Because of excessive circulation and building functional inefficiencies, more space is remodeled than would be necessary in a newly constructed facility.

The potential savings of Alternative 1 is \$271,996.

The potential savings of Alternative 2 is \$308,085.

SITE SELECTION AND FEASIBILITY STUDY FOR THE CHEYENNE-LARAMIE COUNTY HEALTH UNIT, February 24, 1935

Prepared for the: CHEYENNE-LARAMIE COUNTY REGIONAL PLANNING OFFICE and HUMAN SERVICES TASK FORCE

By: KEMPER ARCHITECTS, P.C.

Funded by: Peacekeeper Impact Planning funds authorized under Section 801 of the Military Construction Act, 1981, from the Department of the Air Force. Funds were administered by the Wyoming Office of Industrial Siting Administration.

PURPOSE: To identify one potential site for construction and one existing building with available space to house all divisions of the Cheyenne-Laramie County Health Unit. The sites were then compared to determine the economics of new construction vs. leased space over a 10 year period.

SITE SELECTION; CONSTRUCTED FACILITY

Six sites for potential construction were proposed and evaluated. The primary selection considerations were:

- proximity to the Central Business District, Memorial Hospital, Division of Public Assistance and Social Services (Laramie County Office), Municipal Building, and County Building
- location within a redevelopment area
- adequacy of size
- current ownership and potential for acquisition
- convenience to clientele

The six sites considered were:

- Lots 1, 2, 5, 6, 7 and 8, Block 288, 19th Street and Bent Avenue
- Lots 3, 4, 5, and 6, Block 292, 20th Street and Pioneer Avenue
- Lots 1, 5, 6, 7 and 8, Block 291, 19th Street and Pioneer Avenue
- Lots 1, 2, 3, 4, 7 and 8, Block 332, 19th Street and O'Neil Avenue
- Lots 1, 2, 3, 4, portion of 7 and all of 8, Block 335, 19th Street and Snyder Avenue
- Lots 3, 4, 5, 6, portion of 7 and 8, Block 351, 17th Street and Bent Avenue

From the six, three were selected for further evaluation: Block 288, 332, and 335. After careful consideration of traffic, proximity, site and utilities, the 19th Street and Bent Avenue (Block 288) site was determined to be the most suitable location for new construction.

SITE SELECTION; LEASED SPACE

Inquiries to local realtors, a review of Cheyenne Downtown Business Inventory by Coley/Forrest, and recommendations from the Human Services Task Force and County Commissioners produced ten potential sites for leased space. The primary selection considerations were:

- proximity to the Central Business District, Memorial Hospital, Division of Public Assistance and Social Services (Laramie County Office), Municipal Building and County Building
- adequacy of size and available parking

- convenience to clientele
- leasing terms
- existing interior configuration

The leased space sites were:

- Old Penney's Building
- City Center Building
- Downtown West/State Fire Marshall's Office
- Pioneer Building
- Capitol Hill Building
- Hynds Building
- Bell Building
- Churchill School
- Corlett School
- Old Mountain Bell Building

The top two sites selected for further evaluation were the City Center Building and the Old Mountain Bell Building. After careful consideration of traffic, proximity, site and internal building factors, the City Center Building was determined to be the most suitable building site for leased space.

FEASIBILITY STUDY SCHEMATIC DESIGN

The space required and approximate size were derived from the Facility Needs and Collocation Analysis prepared for the Cheyenne-Laramie County Health Unit with some modification as requested by the agency. It was determined that the square footage requirements in 1987 in a leased facility would be 12,608 net leasable square feet. The square footage requirements in 1992 for a new building would be 13,942 net square feet or 17,428 gross square feet. It should also be noted that the 1987 areas are given without Peacekeeper impact since the differences in requirements were found to be negligible.

CONSTRUCTED FACILITY

The site is three-quarters of a block, located at 19th and Bent, is county owned and occupied by the City Engineer's Offices. Seventy-six on site parking spaces will be provided, 52 designated employee, 22 for public use and 2 designated handicapped. All accesses to the site and structure will be accessible to the handicapped. The building will have 4 entrances; 1 employee entrance, 1 main public entrance, 1 Family Planning entrance (for confidentiality), and 1 evening class entrance (for security after hours). The building is designed with limited first floor expansion area but considerable second floor expansion area. The first floor encompasses 10,483 net square feet, the second floor encompasses 5,186 square feet. The building is designed to take advantage of solar gain. The building interior has been sectioned into clinic function areas as prescribed by the Health Unit staff, with centralized, shared areas. Interior is designed to be very functional, easy to maintain, and appropriate for the respective work areas. The arrangement and function has been reviewed and approved by the Health Unit officials. Total estimated costs for construction of a new building is \$1,462,375. For 16,913 square feet, the cost is \$86.46/square foot.

TEN YEAR OPERATING EXPENSES

The preceding estimated construction cost of 1.46 million dollars is assumed to be paid by a bond issue amortized over a period of ten years (present bonding rates being around 9 1/4%). The annual payment would be \$230,000. Janitorial service should be included for accurate comparison and utility costs are an operating expense included in a lease agreement that needs to be considered for operation of a new facility.

Therefore, the estimated operating costs over ten years would be:

- Bond Indebtedness Cost: \$2,300,000
- Janitorial: \$229,845
- Utilities: \$310,014

The total estimated operating costs over the ten year period would then be \$2,839,859.

LEASED FACILITY

The use of an existing building for an agency such as the Health Unit obviously creates some constraints and requires compromise in the ideal layout and function of the unit. However, the adjacent parking lot can not accomodate their parking needs. The arrangement of the City Center Building core basically divides each floor into a north half and a south half. This was an advantage on first floor where three divisions of the Health Unit were located. In laying out the agency, it was determined that not all of the third floor would initially be required, however, after five years, it is anticipated this area would be necessary for expansion. Floor to ceiling demountable partitions were used for private offices, exam rooms and storage areas which, to a degree, may be relocated as the agency needs dictate. The following items require additional analysis:

- the parking shortage could be remedied through negotiations with the city on their adjacent parking lots.
- a detailed analysis should be performed by a mechanical engineer to determine the capacity of the existing sanitary sewer lines since a significant number of sinks are being added.
- proper balancing of the heating, ventilating and air conditioning system must be analyzed for the activities of the Health Unit.
- an electrical engineer should evaluate the existing branch circuits to determine if there is additional capacity available.

It should be pointed out that during the remodeling process the cost of rectifying existing building code discrepancies should not be borne by the lessee. The estimate of remodeling costs in a leased facility is \$377,930, which for 16,913 square feet is \$25.38/square foot.

TEN YEAR OPERATING EXPENSES

The criteria presented in the lease proposal from the property managers of the City Center Office Building is as follows:

- The lease would be \$8.50 per gross square foot per year for a 20 year lease, with an annual escalation adjustment of 8%. This lease includes utilities and one parking space per each 400 sq. ft. gross leased space.
- Building management will include required tenant finishing for a five year lease.

-Full janitorial services would be provided for a rate, starting the first year, of .95 per square foot per year.

The estimated operating costs would then be:

- Building Lease: \$2,056,977
- Tenant Finishing: \$612,085
- Janitorial: \$199,289

The total estimated operating costs over the ten year period being considered would then be \$2,868,351.

Another option suggested by the Human Services Task Force was the purchase of the City Center building for occupation by the Health Unit and moving other county agencies into the fourth through sixth floors. There are several related alternatives within the purchase opportunity, such as lease/options or percentage purchase. For purposes of this brief analysis, however, the full outright purchase of the building is assumed.

The purchase price of the City Center Building and approximate half block of land is priced at approximately \$3,485,000. Assuming a purchase price of 3.48 million dollars, renovation costs for floors 1-3 of \$452,500, and renovation costs for floors 4-6 of \$416,842; a total indebtedness for bonding is assumed at \$4,354,342.00.

The estimated operating costs for the same ten year period would be:

- Bond Indebtedness: \$7,010,000
- Janitorial: \$484,590
- Utilities: \$653,612

The total estimated operating costs over the ten year period would then be \$8,148,202.

SUMMARY

Based upon the presented assumptions, it appears to be more economical to construct a new facility than lease space. After the end of the ten year amortization period, the new facility would be paid for, whereas lease payments would continue to escalate.

It is recommended that:

- a decision be made regarding leasing versus construction and that a commitment be made as to it's priority withing the County Building Program
- financing mechanisms be explored
- proceed with design development and construction documents

Another option would be to purchase an existing facility to house the Cheyenne-Laramie County Health Unit and other county facilities. This option is not consistent with the above studies.

690662

EXECUTIVE SUMMARY

Human Resources Marketing Study

DONNA SMITH AND ASSOCIATES

THE HUMAN RESOURCES MARKETING STUDY, January 31, 1985

Prepared for the: Cheyenne-Laramie County Regional Planning Office and the State of Wyoming Division of Community Programs.

By: Donna Smith and Associates

Summary Prepared by: Beverly Gorny, Peacekeeper Planning Assistance Office
Lori Shumate, Industrial Siting Administration

Funded by: Peacekeeper Impact Planning funds authorized under Section 801 of the Military Construction Authorization Act, 1981, from the Department of the Air Force. Funds were administered by the Wyoming Office of Industrial Siting Administration.

The Human Resources Marketing Study was designed to collect more specific data about selected key agencies identified in the Directory of Human Services for Laramie County. These key agencies were selected for data collection in order to formulate a Human Services Plan for Laramie County, as recommended by the Human Services Task Force.

In developing the scope of this project, members of the Human Services Task Force identified four areas where additional information would be necessary for future planning. These areas are budgets, staffing, clientele and referrals.

It was recognized at the outset that information in all these areas may not be available or pertinent for each of the key agencies. In addition, some private agencies were included whose information is more confidential than agencies funded by government or public entities. The goal was to gather as much information as possible.

NOTE: It was not within the scope of this survey to analyze or quantify the data in great detail.

METHODOLOGY: The agencies were contacted by telephone to arrange an appointment and to explain the purpose of the survey. After the initial phone call, all agencies were seen on a one-to-one basis. The interviewers used a standardized questionnaire form. They spent approximately one hour interviewing each agency, and interviewed three to four agencies per day per interviewer. A visual was created to reflect information in order to make "at a glance" comparisons between the agencies. All data collected was based on the last fiscal year of the agencies.

THE HUMAN RESOURCES MARKETING STUDY

The compilation of data includes a completed survey form for selected separate programs in the approximately 100 agencies being surveyed. There are a total of 136 separate programs for which data was collected. Each program survey also contains a visual chart designed to provide an overview of each program.

The data compiled includes:

Budget

Sources of revenue

Expenditure items such as rent/mortgage, contractual fees, cash payment to clients, etc.

Staffing

Number of staff, both paid and volunteer

Staffing time by program

Number of volunteers and total time by program

Clientele

New versus old versus continuing clients by program

Total number of individuals by age, sex and type of service

Total number of services provided by type of service

A list of anything that is changing the number of clients, added programs, or altered definitions

Referrals

Referral to existing agencies or programs by number or percentage

Number or percent of referrals received by agency

Number of self referrals, in general

Referrals by type of program if appropriate and possible

General type of clientele the agency automatically refers elsewhere

Types of clientele that don't seem to fit into any existing agency

The agencies included in the survey were:

American Association of Retired Persons

Alcoholics Anonymous

Alzheimer's Support Group

American Cancer Society

American Diabetes Association

American Kidney Foundation

American Legion

American Lung Association

American Red Cross

Arthritis Foundation

Association for Retarded Citizens

Attention Home

Blue Cross and Blue Shield of Wyoming

Boy Scouts of America

Catholic Social Services

Cheyenne Health Care Center

Cheyenne Housing Authority

Cheyenne Lions Club

Cheyenne Veterans Administration Center

Christian Counseling Service

City-County Health Unit

Civil Defense-911 Service

COMEA Shelter

Community Action of Laramie County

Consumer Affairs Office

Cookie Brigade

Division of Public Assistance and Social Services

Developmentally Disabled Protection and Advocacy System

DePaul Hospital

Division of Health Services

DVR-Handicapped and Disability Service

Expanded Food and Nutrition Extension Program (formerly Family Living Center)
Earned Income Tax Credit Service
Education Talent Search/Higher Education Program
Epilepsy Society
Fleming Associates
Girl Scouts of America
Goodwill of Wyoming
Governor's Committee for the Employment of the Handicapped
Golden Age Clubs
Grandma's Safehouse
Green Thumb
Handicapped Vehicle I.D. Program
High School III
Involuntary Commitment Program
Job Service
Kiwanis
Laramie County Community College Day Care Center (Cheyenne Day Care Centers)
Legal Service
Magic City Enterprises, Inc.
Mavericks
Meadowlark House
Meals on Wheels
Medicare, Part B
Mended Hearts
Memorial Hospital of Laramie County
Military Services (Includes WAFB Hospital)
Mountain Towers Health Care
Multiple Sclerosis
Needs Inc. (Includes the entire Interagency Board)
Operation Warmheart
Overeaters Anonymous
Pathfinder
Parents Without Partners
Planned Parenthood
Pupil Personnel
Salvation Army
Shriner's Club
Social Security Administration
Southeast Wyoming Mental Health Center
State Department of Education
State Public Defender's Office
Store/Belp, Inc.
Stress Management Institute
Stride Learning Center
Tax Refund Service (now known as: Senior Citizens and Disabled Refund)
T.O.P.S. #96
United Blood Services
Vietnam Veteran Outreach Program
Warby's Foster Homes
Women's Club of Cheyenne
Wyoming Catastrophic Information
Wyoming Children's Society
Wyoming Commission on Aging
Wyoming Fair Practices Employment Commission
Wyoming Food Clearinghouse

Wyoming Heart Association
Wyoming Insurance Commission
Wyoming Senior Companion Program
Wyoming Women's Commission
Wyoming Worker's Compensation
YMCA
Youth Alternatives
YWCA

The agencies were then grouped under category headings, based on their primary function. It should be noted that many of the agencies' functions could fall into other categories as well, but for the purposes of this survey they were categorized based on their primary function.

The categories are:

- Alcohol and Drug
- Counseling
- Education
- Emergency Services
- Employment/Training
- Family
- Financial Services
- Food Services
- Handicapped
- Health and Medical
- Information and Referral
- Legal
- Low Income
- Military
- Miscellaneous/Varied
- Recreation
- Senior Citizens
- Shelter
- Veterans
- Youth Services

SUMMARY OF DATA

BUDGET

INCOME - The survey indicated the following funding sources: federal, state, county, city, United Way, school district, grants, clients fees, contract fees, membership fees, special events, public support, in-kind donations, and miscellaneous. In some cases, the actual amount per source was disclosed by the agency. In other cases, however, the agency would not disclose any financial information, especially when they were a private for-profit organization.

EXPENDITURES - The survey indicated the following expenditures: rent or mortgage, salaries, utilities, contractual fees, and payments to clients. Most agencies with a paid staff consider salaries a major outlay. Other agencies noted that utilities are taking a big share of their operating expenses. Housing expenses are at times shown as "In-Kind" donations, however, when it is an expense borne by the agency, they consider it another another large outlay.

STAFFING

The survey indicated that nearly 60 of the agencies use all volunteers, and the remainder use a combination of paid staff with volunteers, or have only a paid staff. Those requiring a paid staff do so because of confidentiality or the need to maintain a certain level of expertise and continuity. Most agencies have some sort of board, council, committee, or even commission, who set policy. The majority of these are on a volunteer basis, with the exception of commission members on the county or state level who are either salaried or paid time and per diem.

CLIENTELE

Most of the information included in this section is subjective. Comments from the agency heads regarding service is enlightening. Some have made suggestions, while others have simply expressed an opinion. From this feedback, some areas of need were noted, however, they will be discussed under a heading devoted to that topic. Many intricacies were found in this area. Depending on the intended use of this information, there should be enough data available to assist in drawing a number of conclusions. It was easy to see, however, that all ages are being served with young adults being the most prevalent age group receiving help. There are only a few agencies that administer to just one sex; yet, even in these instances there is reciprocal help for the opposite sex.

REFERRALS

A few agencies survive on walk-in business, or clients. Others are solely operated by telephone calls. Most agencies show marked interaction with one another. Several agencies must have official referrals in order to offer any kind of assistance to the client. Many agencies also refer mis-directed clients to other agencies. In some cases, there was no agency for referral, and this is shown in the next section.

NOTED AREAS OF NEED

One specific question asked about referrals, and if the agencies were encountering clients that they could not refer anywhere. Fifteen areas of need were noted. They are listed in descending order of number of responses. The last seven areas of need listed had only one agency making note of the area of need. It should be noted that all of the mental health/counseling agencies mentioned needing a program for emotionally disturbed children/youth, and most of the medical/health agencies mentioned they were unable to refer anyone to an agency that could assist in paying medical bills, especially for catastrophic illnesses.

The noted areas of need are:

- unable to offer many services to transients
- unable to offer assistance in paying medical bills, especially for catastrophic illnesses
- need program for emotionally disturbed children/youth
- many borderline mentally ill "fall through the cracks" of existing programs and are therefore not helped by any program
- unable to help those with income too low to help self, and too high for low income assistance
- program is at capacity and there is no where else to refer
- currently have service restrictions because of client income or cutback

by funding sources

- need resident, non-penal centers for troubled youth
- legal services for those under 20
- need for day care and special women's employment services
- no avenue for mentally disturbed not yet considered a threat
- no help for the batterer
- some deficiency in addressing elderly needs as the elderly population grows
- need job training programs for youth
- lack of psychiatric treatment facilities

INTENDED USE OF DATA

The primary benefit of having this data available is its potential usefulness in a wide range of human service planning efforts. For example:

- In order to assess the current funding/allocation policies and to propose more cost efficient distribution of resources, it is first necessary to have an overall picture of which agencies are receiving funding from which sources.

- In pursuing a Central Clearinghouse/Information Center (in conjunction with transients and other Peacekeeper impacts), it is necessary to understand the existing formal and informal referral network within local human services. This includes:

- 1) agencies receiving greatest number of referrals
- 2) being able to assess whether agencies are making appropriate client referral (this also gives an indication of the success of the communication/interaction among agencies).
- 3) from the data collected, we will be able to assess those clients or needs which agencies encounter, but do not know where to refer. This could identify unmet needs in the community.

- Any future consideration of collocation will need to take into account the status of facility ownership, i.e. if an agency owns an adequate facility, little incentive exists for them to move and share leasing costs, or if currently leasing, to pay higher leasing costs. This information has been provided through the survey, when possible, and will save considerable time in the future.

- The most important goal which necessitates all of the data collected is the Human Services Plan. The more complete picture of "who provides what services to which clients," which this data illustrates, will enable those involved to plan for provision of a streamlined system of human services. The Plan will also be able to more readily focus on problem areas, and potential impact areas as the community experiences rapid growth.

EXECUTIVE SUMMARY
THE CHEYENNE COMMUNITY NEEDS ASSESSMENT

Prepared for: The City of Cheyenne
Laramie County
United Way of Laramie County

Prepared by: Tom Bougsty, Ph.D. and Prudy Marshall, Ph.D.
David Shern, Ph.D.
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June 15, 1985

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INTRODUCTION

The Cheyenne Community Needs Assessment is a survey scientifically designed to measure local residents' needs for community and human services. The primary purpose of this research was to identify human service issues as experienced and perceived by local residents. A multi-dimensional "picture" of Cheyenne's human service issues was developed by residents reporting on the following areas:

- Perceived personal need for human services;
- Personal use of human services;
- Satisfaction with human services;
- Funding preferences for human services;
- Importance of current human service issues; and
- Measured or actual need for human services.

These measures provide us with a comprehensive picture of residents' needs for and perceptions of Cheyenne's human service delivery system. The picture helps open the door to achieve at least four goals related to human services. These goals are as follows:

- Goal 1. To document baseline human service conditions as experienced by Cheyenne residents, so present conditions can be understood and future changes can be planned and monitored.
- Goal 2. To increase citizen awareness of human services and to facilitate communication and coordination between consumers, local officials, and human service providers.
- Goal 3. To help develop a comprehensive human services plan.
- Goal 4. To help establish human service funding priorities.

METHODOLOGY

In order to obtain a sample of community residents that accurately reflected the characteristics of all Cheyenne citizens (including the City of Cheyenne, Fox Farm, Orchard Valley, and Warren Air Force Base), a multi-stage, random sampling scheme was used. A total of 628 adults were selected to participate in the study. The response rate was an outstanding 93 percent -- 581 adults responded; they also reported on 158 children who ranged from 4 to 16 years old. The sample was found to be representative of the community, with the only exceptions being more elderly and divorced people than expected.

Overall, the research results appear to provide an accurate picture of Cheyenne's human service needs. If we were to assume that all design effects were uncorrelated with major variables in the research, then we would be 95 percent confident that the sample of residents was within ± 3 percent for adults and ± 5 percent for children for the greater Cheyenne population.

The survey questionnaire was state-of-the-art and included sections specifically developed for Cheyenne as well as sections used throughout the region and country in similar research projects. Some of the questions, therefore, were directly related to the resident's need for and use of services in the community. Other questions focused on the intensity of social, emotional, or physical health problems that the resident experienced in the last year. For those households with children or adolescents, a special set of parental questions were used to measure problems that the children may have had in the last six months. Whenever possible, we used standardized measurement scales to assess residents' "measured needs" for human services.

RESULTS

Perceived Need for, Use of, and Satisfaction with Human Services

The results show that on the whole, more residents were satisfied than dissatisfied with various human services. Low rates of dissatisfaction were recorded for nearly all the human services. On the other hand, it was not uncommon for more than one-third of the sample to not know and another one-fifth to be "Neutral" about their satisfaction with services. These findings demonstrate that a majority of residents do not know enough about most human services to answer whether or not they are satisfied with the services. This suggests that many residents are not fully aware of the human services offered in the City.

Another important finding was that the perceived need for a service and the use of that service were nearly equal for all 24 human services studied. This was found despite the wide variability of need for and use of the different services. Initial analysis suggests that people who perceive a need for a human service, use the service. Overall, these findings suggest that Cheyenne's human service delivery system is doing a good job of meeting residents' present "demands" for services.

Funding Preferences for Human Services

The distribution of funding responsibility across all the services showed that residents preferred Government funding (49.4%) somewhat more frequently than United Way/Charities (36.6%) and Consumer/User (34.1%) funding. Most respondents recommended that the Government fund Handicapped/disabled services (72.6%) and Senior citizen

services (69%). Residents recommended that United Way/Charities fund clothing, and shelter for transients (56.5%) and low income residents (52.5%) and Services for abused spouses and children (51.3%). Finally, Consumer/Users were recommended to fund Medical health care (59.0%), Family/individual counseling (57.1%), and Alcohol/Drug treatment (53.5%).

An important finding was that no service was seen as the total responsibility of any one funding source and that all services should be a shared responsibility of the community.

Importance of Current Human Service Issues

Residents judged the importance of several current human service issues to us in Cheyenne. Over 90 percent of the residents indicated that the following services were moderately to very important: Crisis/emergency telephone services, Home for troubled youth, Centralized information and referral for human services, and Centralized location for human services. Crisis/emergency telephone services and Home for troubled youth received the highest ratings of importance to the community.

Measured or Actual Need for Human Services -- Prevalence Rates of Human Problems

In this section, we describe the percent of residents who appear to need some form of human service assistance. We measured twelve potential problem areas, involving residents' physical, emotional, social, vocational, and family well-being. Two summary scores were calculated from these twelve problem areas. Where possible, we compared Cheyenne's rates of problems to national averages and found them to be fairly comparable.

The majority of Cheyenne residents do not report a problem in any one problem area. But 57 percent of the residents reported at least one problem among the twelve measured. Nineteen percent reported three or more problems during the last year that would appear to need human service assistance. The reported frequency of each problem in the population was: Negative Life Events (26.8%), Overall Medical Health (25.8%), Medical/Physical Health (16.5%), Overall Mental Health (16.0%), Basic Living Needs (15.9%), Job (15.8%), Relationship (13.8%), Medical/Mental Health (11.1%), Parenting (10.8%), Violence by Self (10.0%), Violence by Partner (9.3%), Child (5.2%), Alcohol (4.8%), and Drugs (3.6%). When those people who were eligible for a problem were the only ones considered, 40.4 percent of all parents reported problems. Similarly 26.5 percent of the residents with jobs reported problems; 22.5 percent of people in relationships reported problems; and 19 percent of those with children from 4- to 16-years-old reported problems with their child's social functioning.

We conducted a more extensive assessment of child behavior problems. The results showed that 10.8 percent of Cheyenne's children and

adolescents experienced problems compared to the 10.0 percent prevalence rate expected based on other research. Children in Cheyenne showed more aggressive, antisocial, under-controlled behavior (13.9%) than inhibited, fearful, over-controlled behavior (5.1%).

Our next analysis was on the issue of unmet needs. We made comparisons between measured needs, perceived needs, and the use of services. Although further analysis needs to be done, the initial results suggest that the majority of residents who experience problems do not recognize that their problems are of such severity that they need human service assistance. In addition, for every person who used the shelter for battered women, drug treatment, or mental health services, approximately two more residents were in need of those specialized services.

In order to understand which demographic groups of residents are more likely to experience which problems, we identified high-risk groups for different problem areas. Residents who were divorced or separated one year or less reported elevated levels of problems in 9 of the 14 problem areas. Those residents who were unemployed, made less than \$5,001 income, were 30-39 years old, or were never married were each at-risk in seven problem areas.

Residents were also asked if they had problems meeting their basic living needs. Most residents (84%) reported no significant problems. For those residents who experience needs, the most frequent problem areas were finances, affording medical care, paying utility bills, and obtaining transportation. Problems with housing and getting food, clothing, and day care were reported less often.

Based on the survey results, it also appears that the present quality of services will be most difficult to maintain without excellent planning, adequate funding, and coordination between local officials, service providers, and citizen consumers. The reason for this strong caution is that many people did not perceive a need for a service, despite reporting on other scales that they did experience a need for the service. In those areas where comparisons were possible, the majority of residents who needed services were not using the specialized human services available. In addition, 57 percent of Cheyenne's residents experienced at least one human service-related problem in the last year; 19 percent reported three or more problems. Such high levels of human problems do not appear to be unique to Cheyenne; where it is possible to compare Cheyenne's prevalence rates with national rates, the rates of problems are fairly comparable.

DISCUSSION AND RECOMMENDATIONS

In the Discussion and Recommendations section we examine how this project has contributed to each of the four goals described in the Introduction and then recommend further directions to more fully achieve these goals.

Goal 1. To document baseline human service conditions as experienced by Cheyenne residents, so present conditions can be understood and future changes can be planned and monitored.

The documentation of baseline conditions is the fundamental contribution of this research.

To gain the full value of the survey data and make it as useful as possible for Cheyenne and Laramie County, further analyses are recommended. A model that considers the "whole picture" of community needs is presented to help integrate the diverse measurement scales included in the survey.

The following is a series of questions that could be answered in future analyses. Who specifically experiences what problems? Do they use the appropriate services? Are they satisfied with the services? Are there important human service issues that they see in the community? Who do they recommend should fund different services? In addition, what are the causes of the problems they experience? Does one problem affect another for the person?

These more complex analyses create the opportunity for human services to precisely target high-risk groups with treatment services. Resources can also be directed toward cost-effective early intervention and prevention where problems may be avoided or solved before they become serious and require more time and resources to treat. Another recommended analysis is to use baseline data to forecast the types and severity of residents' service needs in the future. This could be accomplished by more precisely identifying who is experiencing what problems, so demographic characteristics, which identify high-risk groups, such as age, marital status, income, and employment status, can be projected into the future. These social indicator methods would allow us to better predict future human service needs based on the expected changes in these demographic characteristics.

The accurate documentation of baseline conditions leads to the second part of Goal 1--Monitoring Changes. If changes in Cheyenne continue to occur at the rate experienced in recent years, then monitoring will probably not be necessary until approximately 1990. If significant changes occur in the community due to MX-related impacts or other rapid growth or decline conditions, then monitoring would be helpful as soon as possible to keep abreast of the changes. In both of these cases, only 75-100 interviews would be required if the same questionnaire and a similar methodology were used. If significant differences were found, a more extensive study could be done. The results of the monitoring will enable the community to understand, justify, and implement effective mitigation programs to protect our residents.

Goal 2. To increase citizen awareness of human services and facilitate communication and coordination between consumers, local officials, and human service providers.

The survey questionnaire served to educate residents, particularly those with little knowledge of local human services. Local participation in the study and publicity on the project promoted increased citizen awareness. Communication and coordination can be further enhanced by encouraging Cheyenne residents to read this report, make comments, and participate in planning for Cheyenne's future.

It is recommended that a forum be established to share citizen input with local officials and service providers. These three groups (citizens, local officials, and service providers) are the critical actors in the coordination of an effective human service delivery system. The increased communications between these three actors should ultimately lead to improved coordination of the entire human service delivery system.

Goal 3. To help develop a comprehensive human services plan.

These survey results strongly support the need to develop a long-term comprehensive planning process. Unmet needs among our citizens far exceed the capacity of our present human service delivery system to meet those needs. Without coordinated planning the resources available to us will not permit these needs to be met. Our residents' well-being and our community's quality of life will be compromised.

To create a functional human services plan several steps will need to be taken.

1. Community support for a human services plan is the first step.
2. A competent human services coordinator/planner should be hired.
3. A systematic means of communication, such as a newsletter, should facilitate planning efforts.
4. A human services team that consists of service providers, local officials, and consumers will need to be formed.

When a human services team has been created, several focuses will be important to guide their planning.

1. Human service delivery should be integrated into the broader context of other community planning.
2. Both short-term and long-term community and human service goals should be established to guide the team's planning efforts.
3. Systematic monitoring of the human service delivery system should be done.
4. The coordination of the more than 300 human service ^{programs} ~~agencies~~ that operate in Laramie County is an obvious goal to pursue.

5. Prevention and early intervention services, which tend to minimize the use of resources, will be essential to deliver.

Goal 4. To help establish human service funding priorities.

The survey collected a wide variety of information; each piece of which has a place in funding decisions. A decision-making model is proposed to help the human services team integrate the data, so efficient service alternatives which are acceptable to the community can be developed. These service alternatives will be submitted to local officials, so they can make informed choices on how to allocate limited funds and other resources.

Such a coordinated, rational planning process will likely be a necessity for human services in the future. Human services have rapidly grown in the last twenty years. The rates of need for human services documented in this survey, strongly suggest that this growth will continue. Creative planning is necessary to find the money and resources to meet these needs.

We are at a crossroads where we can start to systematically plan to protect ourselves, our families, and Cheyenne's residents from unnecessary emotional, physical, and familial pain. Prevention services which teach residents the skills to take better care of themselves and those around them, so they do not need human service treatment, will probably be one of the best financial investments we can make for Cheyenne.

How we as a community respond to the findings and the recommendations of this study will affect Cheyenne's management of human services, and in turn will affect our local quality of life. At this time, Cheyenne is in the unique position to be a model to the rest of the nation for the systematic, planned delivery of human services.